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REVIEW OF U.S. STATE DEPARTMENT GRANTS TO ONEVOICE

R E P O R T

PREPARED BY THE

PERMANENT SUBCOMMITTEE ON INVESTIGATIONS

OF THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED FOURTEENTH CONGRESS

JULY 2016

Printed for the use of the
Committee on Homeland Security and Governmental Affairs

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Review of U.S. State Department Grants to OneVoice

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EXECUTIVE SUMMARY

On December 2, 2014, at the urging of Prime Minister Benjamin Netanyahu, the Israeli Knesset voted to schedule new national parliamentary elections for March 2015. Within weeks, an international organization known as the OneVoice Movement absorbed and funded an Israeli group named Victory15 or "V15" and launched a multimillion-dollar grassroots campaign in Israel. The campaign's goal was to elect "anybody but Bibi [Netanyahu]" by mobilizing center-left voters.[1] The Israeli and Palestinian arms of OneVoice, OneVoice Israel (OVI), and OneVoice Palestine (OVP), received more than $300,000 in grants from the U.S. State Department to support peace negotiations between Israel and Palestine over a 14-month grant period ending in November 2014.[2] In February 2015, the Subcommittee initiated an inquiry concerning the connection, if any, between OneVoice's State Department grant funds and V15's political activity. This report outlines the findings from that investigation.

The Subcommittee concludes:

- OneVoice Israel fully complied with the terms of its State Department grants. OneVoice designed and executed a grassroots and media campaign to promote public support for Israeli-Palestinian peace negotiations for the Department, as it said it would. Under the grant, OneVoice expanded its social media presence, built a larger voter database, and hired an American political consulting firm to train its activists and executives in grassroots organizing methods in support of the Israeli-Palestinian peace process.

- The Subcommittee found no evidence that OneVoice spent grant funds to influence the 2015 Israeli elections. Soon after the grant period ended, however, OneVoice used the campaign infrastructure and resources built, in part, with State Department grants funds to support V15. In service of V15, OneVoice deployed its social media platform, which more than doubled during the State Department grant period; used its database of voter contact information, including email addresses, which OVI expanded during the

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[1] Interview with Michele Dastin van-Rijn, U.S. Dep't of State, Cultural Affairs Officer of the U.S. Embassy in Tel Aviv (Sept. 17, 2015) (hereinafter "Dastin van-Rijn Interview"); Hilo Glazer, *Anti-Bibi Group V15 Learns that What Works in Chicago Doesn't Work in Israel*, HAARETZ (Mar. 21, 2015), http://www.haaretz.com/israel-news/.premium-1.648045.

[2] *See* App. 000006 (Letter from PeaceWorks Foundation to the Subcommittee (Mar. 11, 2015)). For clarity, this report uses the term "OneVoice" to describe the OneVoice Movement as a whole—including its parent organization, the PeaceWorks Foundation, a U.S. 501(c)(3) not-for-profit based in New York. We use the terms OVI and OVP to describe actions specific to OneVoice's Israeli and Palestinian affiliates.

grant period; and enlisted its network of trained activists, many of whom were recruited or trained under the grant, to support and recruit for V15. This pivot to electoral politics was consistent with a strategic plan developed by OneVoice leadership and emailed to State Department officials during the grant period. The State Department diplomat who received the plan told the Subcommittee that he never reviewed it.

- OneVoice's use of government-funded resources for political purposes was not prohibited by the grant agreement because the State Department placed no limitations on the post-grant use of those resources. Despite OneVoice's previous political activism in the 2013 Israeli election, the Department failed to take any steps to guard against the risk that OneVoice could engage in political activities using State-funded grassroots campaign infrastructure after the grant period.

BACKGROUND

A. State Department Foreign Assistance Grant Programs

The State Department supplies foreign assistance through, among other means, direct awards to nongovernmental organizations abroad. Such grants have become "increasingly critical" to the State Department's mission in recent years.[3] In 2014, the State Department obligated more than $1.8 billion for approximately 17,000 grants and cooperative agreements worldwide.[4] The bulk of the money—nearly $1.6 billion—was awarded to U.S.-based entities, but the vast majority of grants programs (some 13,000 of them) are implemented overseas.[5] The average overseas award for State Department grantees is roughly $15,000.[6]

Federal law and State Department guidance prescribe the requirements and best practices that oversight personnel must follow to safeguard taxpayer dollars and to help prevent waste, fraud, and abuse related to federal contracts and grants.[7] During the timeframe of the OneVoice awards at issue in this report, the State Department grant oversight process was governed by an unconsolidated set of

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[3] *Improving the Efficiency and Effectiveness of the Department of State: Hearing Before the Subcomm. on Foreign Relations, Subcomm. on State Dept. and USAID Management, Int'l Operations, and Bilateral Int'l Development*, 114th Cong. 5 (2015) (statement of Steve A. Linick, Inspector General for the U.S. Dep't of State and the Broadcasting Board of Governors).
[4] *See* Email U.S. Dep't of State, Congressional Advisor, Bureau of Legislative Affairs (figures for fiscal year) (July 1, 2015) (on file with Subcommittee).
[5] *Id.*
[6] *Id.*
[7] U.S. Dep't of State, AUD-CG-14-31, Office of Inspector General, Audit of the Administration and Oversight of Contracts and Grants within the Bureau of African Affairs (2014).

guidance documents called the Grants Policy Directives. The Grants Policy Directives addressed monitoring and mitigation of high-risk grants, grant close-out procedures, and pre-award procedures. On March 15, 2015, following the criticism detailed below, however, the State Department consolidated the Grants Policy Directives into a single, more accessible document for its grant officers.[8]

Over the past five years, the State Department has been the subject of numerous internal reviews and at least one external audit of the effectiveness of its grant oversight. In response to a request from Senator McCaskill, for example, the Government Accountability Office (GAO) released a detailed audit of State's internal controls of its grant management in July 2014. Based on a study of more than 61 grants from around the globe, GAO concluded that "State has not consistently implemented the risk analysis and documentation of internal controls required by grants management policies and guidance, a fact that weakens assurance that grant funds are used as intended."[9] Specifically, in more than 80% of the grants reviewed, GAO found that State officials either failed to look for risks at all or skipped "key elements of the risk identification process, such as a review of the recipient's financial systems and internal controls."[10] GAO further reported that State failed to assess or mitigate the risks of more than half of those grants for which it identified at least partial risk.[11] GAO concluded that "grants officials have not adhered consistently to State's policies about identifying, assessing, and mitigating risks associated with the grants we reviewed."[12] The State Department concurred with three specific recommendations concerning risk assessment, maintenance of required documentation, and status updates regarding grant controls.[13]

B. Subcommittee Investigation

In February 2015, the Subcommittee initiated an inquiry concerning the connection, if any, between OneVoice's State Department grant funds and V15's political activity. The Subcommittee sought to determine whether OneVoice entities—and by extension their 501(c)(3) parent organization, PeaceWorks Network Foundation (PeaceWorks)—participated in political activity in Israel, including through V15, using State Department grant funds.

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[8] Interview with the U.S. Gov't Accountability Office (hereinafter "GAO Interview") (June 4, 2015), *see also* U.S. Dep't of State, Office of the Procurement Executive, Federal Assistance Policy Directive (Mar. 15, 2015).
[9] U.S. Gov't Accountability Office, GAO-14-635, State Department: Implementation of Grants Policies Needs Better Oversight 12-13 (2014).
[10] *Id.*
[11] *Id.*
[12] *Id.*
[13] *Id.*

On March 3, 2015, the Subcommittee requested documents concerning any funding provided by PeaceWorks to V15 between July 1, 2013 and the date of the subpoena, as well as any communication between PeaceWorks and the U.S. government concerning V15.[14] On May 22, 2015, the Subcommittee issued requests to the State Department seeking information on State employees involved in the award and oversight of grants to OneVoice entities and any files or communications relating to those grants.[15] The Subcommittee later requested Grants Policy Directives issued by the State Department Office of the Procurement Executive effective during 2013.[16]

The State Department was unable to produce all documents responsive to the Subcommittee's requests due to its failure to retain complete email records of Michael Ratney, who served as U.S. Consul General in Jerusalem during the award and oversight of the OneVoice grants. The Subcommittee discovered this retention problem because one important email exchange between OneVoice and Mr. Ratney—described in Part III.C—was produced to the Subcommittee only by OneVoice. After conducting additional searches, the Department informed the Subcommittee that it was unable to locate any responsive emails from Mr. Ratney's inbox or sent mail.[17] Mr. Ratney later elaborated, "[A]t times I deleted emails with attachments I didn't need in order to maintain my inbox under the storage limit."[18] There was an option to archive emails to stay below storage limits, but Mr. Ratney stated that he "did not know [he] was required to archive routine emails."[19]

Beginning in April 2015 and continuing through November 2015, Subcommittee majority and minority staff jointly conducted interviews and briefings with Josh Nerpel, PeaceWorks Executive Director; Michele Dastin van-Rijn, State Department grant officer for the grant to OneVoice Israel; a senior official in the Bureau of Near Eastern Affairs for the State Department, and Mr. Ratney. The Subcommittee also spoke with representatives from the GAO regarding its audit of State Department grant management.[20]

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[14] Senate Permanent Subcommittee on Investigations, Subpoena to Ambassador Marc Ginsberg, The PeaceWorks Network Foundation (Mar. 3, 2015).
[15] Senate Permanent Subcommittee on Investigations Letter to Secretary John Kerry, U.S. Dep't of State (May 22, 2015).
[16] Senate Permanent Subcommittee on Investigations Letter to Secretary John Kerry, U.S. Dep't of State (Dec. 11, 2015).
[17] Call with U.S. Dep't of State, Bureau of Legislative Affairs (Dec. 18, 2015).
[18] Call with U.S. Dep't of State, Bureau of Legislative Affairs (June 28, 2015).
[19] *Id.*
[20] GAO Interview.

C. State Department Grants in Israel and Palestinian Territories

State Department grants in Israel and the Palestinian Territories fall within the purview of the Bureau of Near Eastern Affairs (NEA). The NEA Bureau issued two grants to OneVoice as part of a program titled "Investing in People in The Middle East and North Africa."[21] The program's stated purpose is "[t]o support programs, projects and activities to include (but are not limited to) cultural, educational, alumni, information and media efforts in the Middle East and North Africa" by focusing on "active promotion of projects which promote mutual understanding and invest in people."[22]

In each of the past five years, the NEA Bureau authorized between $28 million and $36 million in grants and loans in Israel and the Palestinian Territories.[23] From 2011 through 2014, combined spending in both Israel and the Palestinian Territories under the Investing in People program ranged from $1.6 million to $3 million annually.[24] Funds spent in Israel under the program reached their peak in 2013—the year the OneVoice awards were initially approved. That year "Investing in People" included 16 cooperative agreements in Israel for a wide range of recipients, for a total of $1.4 million; the average award was $75,000.[25]

DISCUSSION

The Subcommittee's investigation concludes that OneVoice Israel complied with the terms of its State Department grants and did not directly use grant funds to influence the 2015 Israeli elections. But as described in Parts IV and VI of this report, within days after the grant period ended, OneVoice deployed the campaign infrastructure and resources created using grant funds to support an anti-Netanyahu political campaign called V15. That use of government-funded resources for political purposes was permitted by the grant because the State Department failed to adequately guard against the risk that campaign resources could be repurposed in that manner—as described in Parts II and IV.

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[21] U.S. Dep't of State, Mission Statement of Bureau of Near Eastern Affairs, http://www.state.gov/p/nea/ (last visited Oct. 20, 2015).
[22] *Id.*
[23] USAspending.gov (last visited on June 25, 2015).
[24] Investing in People in the Middle East and North Africa spending totals for Israel and the Palestinian Territory by year: $3,123,645 in 2011; $2,381,711 in 2012; $2,726,592 in 2013; and 1,625,534 in 2014. USAspending.gov (last visited June 25, 2015).
[25] *Id.*

I. OneVoice Israel Fully Complied with the Terms of the State Department Grants

Over a nine-month period in 2013 through 2014, the State Department disbursed grant funds to OneVoice Israel and OneVoice Palestine, two arms of the "OneVoice Movement" spearheaded by a U.S. nonprofit organization called The PeaceWorks Network Foundation. The OneVoice Movement's stated aim is to promote grassroots activism among Israelis and Palestinians in support of the two-state solution to the enduring conflict in that region. The purpose of the State Department's funding was to promote a public-diplomacy campaign in support of U.S.-led peace negotiations. With the help of an American political consulting firm, OneVoice used the money to fund advertising, volunteer recruitment, campus outreach, and the formation of a social media network to promote the two-state solution.

A. The Grantee

OneVoice Israel (OVI) and OneVoice Palestine (OVP) are controlled by a U.S. nonprofit organization called The PeaceWorks Network Foundation.[26] PeaceWorks is incorporated in New York as a nonprofit corporation and is recognized as a charitable organization under Section 501(c)(3) of the Internal Revenue Code. Its stated aim is to "amplify the voices of the silent majority of moderates who wish for peace and prosperity" in Israel and Palestine.[27] The "OneVoice Movement" is the "flagship initiative" of PeaceWorks. The stated aim of OneVoice is to "amplify[y] the voice of mainstream Israelis and Palestinians, empowering them to propel their elected representatives toward the two-state solution."[28] OneVoice's principal mode of operation has been fostering "grassroots activism"—recruiting and training of activists, hosting public events, and lobbying public officials—in Israel and the Palestinian Territories.

OVI and OVP are separately incorporated as nonprofit entities outside the United States, and each has a board of directors. During the time period reviewed by the Subcommittee, PeaceWorks supervised all significant decisions by OVI and OVP. The OneVoice Movement is PeaceWorks' main public-facing initiative and brand, and since 2003, PeaceWorks has supplied the vast majority of funding for the OneVoice Movement (including OVI and OVP).[29] PeaceWorks also effectively controlled OneVoice's budget. PeaceWorks chief financial officer conducted monthly reviews of the OVI and OVP budgets and approved (or disapproved) particular line

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[26] Interview with PeaceWorks Network Foundation Executive Director Josh Nerpel (Apr. 22, 2015) (hereinafter "Nerpel Interview").
[27] *See* PeaceWorks Network Foundation Form 990 (2013).
[28] App. 000477 (PWF00000916).
[29] Nerpel Interview.

items.[30] With this financial control came considerable control over programming and messaging.[31]

B. OneVoice Grant Proposal and Approval

OVI submitted its final grant proposal to the Embassy in Tel Aviv on September 13, 2013.[32] This final application described the goals and mission of the grant, but omitted a costly paid media campaign included in earlier versions of the proposal.[33] The request detailed how OVI would execute a grassroots campaign in conjunction with Secretary of State John Kerry's effort to sustain negotiations between the Palestinian Authority and Israel. OneVoice explained it would use the grant money to launch an expansive media strategy, conduct grassroots mobilization, and activate its network of "elite influencers and trusted public figures" to disseminate the message.[34] While it broadly sketched a messaging and communications strategy, the OneVoice proposal also focused on mobilizing a group of activists to spread and amplify its message—and State agreed that "mobilization" was key.[35] OneVoice emphasized its plans to expand its social media presence,[36] train young Israelis and Palestinians through its "Youth Leadership Program,"[37] and use its existing network of OVI youth chapters as a "springboard" for further grassroots activity.[38]

The State Department approved the OVI proposal and cooperative agreement in September 2013.[39] The award authorized spending to "defray the costs of a multifaceted campaign by OVI that will engage Israelis and mobilize them to actively support the resumption of peace negotiations and a two-state solution to the Palestinian-Israeli conflict."[40] The grant period called for a campaign that would run from "October 15, 2013 to July 15, 2014, regardless of the outcome of the negotiations that began at the end of July 2013."[41] The campaign was to proceed on three parallel tracks described by OVI:

(1) A combination of public relations, advertising, and social media;

(2) A cogent, scalable, and highly visible grassroots campaign; and

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[30] *Id.*
[31] *See* Letter from PeaceWorks Foundation to the Subcommittee (Mar. 11, 2015); Nerpel Interview.
[32] App. 000009 (PWF00001241).
[33] *See* App. 000012-000073 (STATE000056).
[34] App. 000013 (STATE000057).
[35] App. 000014 (STATE000058).
[36] App. 000020 (STATE000064).
[37] App. 000018 (STATE000062).
[38] *Id.*
[39] App. 000312 (STATE000327).
[40] App. 000439 (STATE000044).
[41] *Id.*

> (3) Through seeding in of elite influencers and respected voices that can reinforce the message and momentum produced by the grassroots and media work. The grant will specifically fund campaign outreach, training for volunteers, campus organizers, and social media platforms and efforts to engage elite opinion makers to advocate for a two-state solution.[42]

The total grant amount to OneVoice was $349,276.[43] Because the grants took the form of cooperative agreements, OVI was required to provide its own funds for some portions of the program, and the State Department was required to be substantially involved. State Department funds helped support a variety of OVI personnel. More than 50% of the U.S. government's financial contribution went to pay portions of the salaries and benefits of OVI employees and toward payments for grassroots consultants; State Department funds helped pay the salaries and benefits for the executive director, four regional coordinators, grassroots canvassing teams, and data-entry personnel. The four trained regional coordinators "served as field organizers and liaisons, orchestrating the canvassing component of this campaign."[44]

In addition, the State Department provided $40,000 to OneVoice to retain a U.S. consulting firm called 270 Strategies to help design grassroots operations for both OVI and OVP.[45] OVI explained in its final proposal that "270 Strategies will be hired to train OneVoice Israel staff using their best-in-class metrics-based micro targeting method of grassroots organizing, and tailored to the needs on the ground as dictated and overseen by our Israeli staff."[46]

In tandem with the OVI grant, the State Department also provided funds to OVI's sister organization, OneVoice Palestine. The funds provided to OVP paid for personnel and items similar to those listed above for OVI. OVP submitted its final proposal to the U.S. Consulate in Jerusalem on September 2, 2013 and requested—and received—$115,776 to pay for personnel, two regional coordinators, and data entry support.

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[42] *Id.*
[43] *Id.*
[44] App. 000024 (STATE00068).
[45] 270 Strategies is a political consulting company founded by 2008 and 2012 Obama campaign veterans Jeremy Bird and Mitch Stewart. Each started out by doing organizing for then-candidate Obama in a battleground state in the 2008 primaries (South Carolina and Iowa, respectively), then earned positions in the senior staff of the 2012 campaign. Philip Bump, *The Eternal and Irresistible Appeal of Obama Campaign Experience*, WASH. POST, (July 24, 2014), http://www.washingtonpost.com/blogs/the-fix/wp/2014/07/24/the-eternal-and-irresistible-appeal-of-obama-campaign-experience/.
[46] App. 000061 (STATE00118).

C. OneVoice Activity Conducted During the State Department Grant Period

OVI's initial goal was to engage 150,000 to 200,000 Israelis through signatures and other calls to action.[47] It greatly exceeded those expectations. OVI's final report to the State Department, on January 30, 2015, reported that it "engaged 345,721 Israelis through online signatures and pledges of support for the movement."[48] More than 1.3 million Israelis were exposed to OVI's "*Peace, It Also Pays Off*" media campaign across the country. And the top five social media posts by OVI during the funding period reached over 400,529 individuals. Cumulatively, the campaign and its message reached about 2.14 million people through billboards, advertisements, and news coverage.[49] In addition, OVI hosted a series of "town halls" and "caucus events" featuring prominent Israeli politicians, including Yitzhak Hertzog, leader of the Labor party, and Tzipi Livi, leader of the Hatnuah party.[50] At least one Likud Knesset member also spoke at one OVI event.[51]

OVI also focused heavily on expanding its social media capacity—something both it and the State Department valued. Social media outreach, for example, was included as a key metric for success of the campaign in OVI's proposal.[52] And when State provisionally approved the funding for OVI, "Social Media activities associated with the grassroots campaign" were singled out as a requirement of the grant.[53] For OVI, social media was a way to reach a targeted audience of young people with the Youth Leadership Program and expand its messaging footprint.[54] By the time the grant ended, 58,985 individuals "liked" OVI's Facebook page, representing an increase of 32,334 "likes" since the grant period began.[55]

In September 2014, OneVoice selected a third-party to evaluate its performance under the grant, as required by the State Department. Dr. Maya Kahanoff, a lecturer in the Swiss Center Graduate Program for Conflict Research and Resolution and a research fellow at the Truman Institute for the Advancement of Peace at Hebrew University, submitted a Final Evaluation Report on OVI activities under the State Department grant.[56] The report stated that OVI programs "were valuable for the participants, inspiring them to be actively involved

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[47] App. 000020 (STATE00064).
[48] App. 000082 (STATE00109).
[49] *Id.*; App. 000082-000083 (STATE00109-110).
[50] App. 000106 (STATE000146).
[51] *Id.*; App. 000148 (CDP-2015-2-0000610); App. 000151-000159 (PWF00003281-89).
[52] App. 000060 (STATE00104).
[53] App. 000163 (PWF00001225).
[54] App. 000082 (STATE00109).
[55] *Id.*
[56] *See* App. 000115 (STATE000009).

in promoting peaceful resolution of the conflict, specifically the two-state solution."[57] The report also stated that OVI activities succeeded in "strengthening the moderate camp—an important goal in itself, considering the increasing burnout and hostility met by peace activists in Israeli society."[58] The report did not suggest OVI had not met the full expectations of the State Department.

D. The Role of 270 Strategies

Before the grant, PeaceWorks leadership expressed concerns about the ability of OVI personnel to plan a sophisticated grassroots organizing campaign.[59] Executive Director Josh Nerpel expressed his "concern[] that there is no one in either OVI or OVP that necessarily knows how to put together a [grassroots] plan like this."[60] Mr. Nerpel recommended seeking expert help from 270 Strategies, a consulting firm that he considered to be "the best grassroots organizing firm in the United States or anywhere else."[61] With the State Department's approval, OVI hired 270 Strategies as its principal consultant for implementation of the grant.[62] The firm would receive $40,000 in grant funds to advise OneVoice, with the vast majority of its services devoted to OVI.

The focus of 270 Strategies' work for OVI under the grant was twofold: providing grassroots campaign training and advising OVI on the building of an activist/voter contact database. Using the 2012 U.S. presidential election as a case study, 270 Strategies instructed OVI and its activists on the core elements of grassroots organizing. "Well-trained, empowered leaders are the key to success," the training presentation stated. Central to this training program was learning how to identify and contact a targeted group of citizens, and then motivate them to participate in a specific activity: voting, political canvassing, sharing a message via social media, phone-banking, or other forms of activism.[63] 270 Strategies emphasized the need to focus early on "build[ing] capacity to execute these strategies,"[64] starting with "building and engaging a list of people."[65]

The firm recommended that OneVoice use the "snowflake" model of organizing, in which each activist "acts as a multiplier" by recruiting, training, and engaging others.[66] 270 noted that, with this model, "[a]ctivity grows exponentially"

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[57] App. 000118 (STATE000012).
[58] *Id.*
[59] *See* App. 000165 (PWF00005348).
[60] *Id.*
[61] Nerpel Interview. 270 Strategies had no experience working in Israel.
[62] *Id.*; App. 000023 (STATE000067).
[63] *See* App. 000168 (STATE00156).
[64] App. 000173 (STATE000161); App. 000164 (STATE000164) ("Core capacity-building").
[65] App. 000172 (STATE00160).
[66] App. 000184 (STATE00172); App. 000188 (STATE00176).

in the "months leading up to GOTV [get-out-the-vote]."[67] Consistent with the snowflake model, the 270 Strategies training program was designed to be taught by OVI employees to existing activists and new recruits within their network. In the first quarterly report, OVI stated that it used the training it received from 270 Strategies to train members of the Youth Leadership Program to further expand their network of engaged activists, particularly college students.[68]

In addition to providing training, 270 Strategies provided detailed advice to OVI on how to structure and build its grassroots contact database. Mr. Nerpel stated that 270 Strategies "was engaged to do an analysis of the grassroots program to ensure that it was as effective as it could be," including strategies for "collecting data about supporters."[69] Recognizing that "[i]n grassroots organizing, the centralized tracking of volunteers/members is immensely important,"[70] 270 Strategies wrote a memorandum to OneVoice that presented different software and platform recommendations to store and retrieve OVI and OVP's data of potential volunteers and supporters. The memo noted that building an effective database, and merging OVI's and OVP's existing data into that database, "will give OneVoice the ability to build volunteer profiles to determine who is more likely to take the next step up on OneVoice's ladder of engagement."[71]

Over the course of the grant, relying on 270 Strategies' advice, OneVoice increased its data collection through those townhalls and other fora. According to OneVoice, these events were used to build voter lists.[72] In an unsuccessful May 2014 grant application seeking supplemental funds for OVP, OneVoice explained that it uses public events to "build voter registration" and grow its database of activists and supporters.[73]

The townhalls held during OVI and OVP events were used for this type of recruitment activity.[74] OVI held seven townhall meetings "from November to December on seven campuses, resulting in the recruitment of 700 students."[75] Mr. Nerpel confirmed that throughout the grant period, OVI used "sign up cards that had people's names and contact information" at its events, and that this information was entered into a central database. It is clear that OneVoice successfully built its contact database during the grant period.[76] Mr. Nerpel stated that it was OVI's

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[67] App. 000187 (STATE00175).
[68] App. 000095 (STATE00135); App. 000109 (STATE00149).
[69] Nerpel Interview.
[70] *See* App. 000237-000245 (PWF00022215-00021410).
[71] App. 000237 (PWF00022215).
[72] Nerpel Interview.
[73] App. 000254 (PWF00021578); App. 000258 (PWF00021582).
[74] *See* App. 0000093-0000098 (STATE000133-0001638).
[75] App. 000094 (STATE000134).
[76] *See* App. 000262 (PWF00022106).

plan that the data collected during the grant was "subsequently going to be used for the overall objectives of OneVoice after the grant period ended."[77]

II. During the Grant Period, OneVoice Crafted a Political Strategy to Defeat the Netanyahu-Led Coalition

The peace talks initiated by Secretary Kerry ended in late April 2014.[78] Shortly afterward—and half-way through the State Department grant period—OneVoice leadership began preparing for the next Israeli election. The Subcommittee's investigation revealed that, during the grant period, OneVoice developed a political strategy designed to defeat the incumbent Israeli government. That strategy relied on grassroots voter outreach and mobilization using campaign infrastructure built, in part, with State Department funds.

One month after the Israeli-Palestinian negotiations broke down, the CEO of PeaceWorks, former Ambassador Marc Ginsberg, circulated a "roadmap strategy" memo to OneVoice senior leadership. The memo explains that OneVoice has "made substantial progress rebuilding a communications and social media foundation."[79] It also notes that 270 Strategies "has become an essential partner" by providing "an organizing/advocacy training structure OV has not had in some time."[80] 270 Strategies' work for OneVoice had paid dividends, the memo states, in the form of a better trained corps of young activists and a "HUGE Jump in [OVI and OVP's] social media presence."[81] The memo calls for expanding OneVoice's partnership with 270 Strategies to strengthen grassroots organizing capacity,[82] hiring a "politically savvy leader for OVI," and conducting polling to refine OneVoice's messaging.[83] According to the memo, those resources would be deployed to disrupt the Netanyahu-led coalition by pushing for the "defection" of "center/center-left political parties."[84] The "Definition of Success" would be "forcing the [Netanyahu-led] coalition to collapse" and "preventing a right wing coalition from winning the

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[77] Nerpel Interview.
[78] Jodi Rudoren & Isabel Kershner, *Arc of a Failed Deal: How Nine Months of Mideast Talks Ended in Disarray*, N.Y. TIMES (Apr. 29, 2014), http://www.nytimes.com/2014/04/29/world/middleeast/arc-of-a-failed-deal-how-nine-months-of-mideast-talks-ended-in-dissarray.html. Notwithstanding those efforts, negotiations failed and discontinued.
[79] App. 000265 (PWF00021301).
[80] App. 000271 PWF00021467 ("You can see the results already in the social media growth we have witnessed in both OVP and OVI.").
[81] App. 000272 PWF00021468.
[82] *Id.* The memo notes that "270 considers [OneVoice] to be an optimum 'post Obama' era laboratory to deploy its newest organizational techniques."
[83] *Id.*
[84] App. 000273 (PWF00021469).

next election prompted by the coalition collapse."[85] The target timeframe for this initiative was "no later than" summer of 2015.[86]

OneVoice refined this strategic plan over the course of several months. By August 2014, OneVoice leadership circulated a revised, "finalized AND APPROVED" strategy memo framed around a top strategic objective:

> SHIFT SUPPORT WITHIN THE KNESSET AWAY FROM LIKUD/RIGHT WING COALITION BY ADVOCATING TO 'SWING' CENTRIST VOTER'S [*sic*] POLICIES AND SUPPORT POLITICAL CANDIDATES WHO EMBRACE AN EXPEDITED NEGOTIATION TOWARD A [TWO-STATE SOLUTION] AND THE END OF SETTLEMENT EXPANSION.[87]

In an email to OneVoice board members, Mr. Ginsberg noted OVI had already paved the way for this effort by "[o]verhauling our grassroots strategy."[88] "[W]ith the help of 270 Strategies," he explained, "we have put in place a new approach that is best-in-class globally" and "allows us to identify key constituencies who are receptive to our message, and rapidly build databases of supporters and potential supporters."[89] These capacities were built using State Department funds — with no restrictions on how OVI's grant-funded resources could be used after the grant.

OneVoice leadership recognized as early as August 2014 that "[a]n election in Israel is now scheduled for 2017 but it is clear that this coalition may collapse earlier."[90] As described by its CEO, OneVoice's objective was to use its grassroots-

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[85] *Id.*

[86] Track 3 proposes that OneVoice prepare a "charter" setting forth terms for a final two-state solution agreement and possibly "[s]ubmit[] the charter to a vote of the Israeli and Palestinian publics." Unlike Tracks 1 and 2, this proposal did not reappear in future versions of the OneVoice strategic "roadmap" plan. App. 000274 (PWF00021470).

[87] App. 000277 (PWF00020780) (capitalization in original). According to a letter from PeaceWorks Foundation counsel, this strategic plan was "rejected" by the PeaceWorks board on October 24, 2014, and Mr. Ginsberg transitioned from CEO to a consultant for the organization. Letter from PeaceWorks Foundation to the Subcommittee (June 28, 2016). However, contemporaneous communications from Mr. Ginsberg indicated that the plan was merely "postponed since the funding needs are too great right now." He continued, "Nevertheless, [the plan] still remains viable and the fundraising environment will determine its viability." App. 000468 (PWF00028649). The plan continued to be emailed within PeaceWorks through December 9, 2014. App. 000475 (PWF000030713). OneVoice's fundraising environment and budget changed significantly after the election was called. *See* App. 000473 (PWF000014309), App. 000459 (PWF000011653).

[88] App. 000288 (PWF00020768).

[89] *Id.*

[90] App. 000461 (PWF00026653).

organizing resources to become a decisive influence in the next election.[91] To be clear, OneVoice's planned use of its grant-funded resources for political activities was not explicitly prohibited by the State Department's grant terms. OneVoice's agreement with the Department did not prohibit it from using tools intended for public diplomacy as political tools after the grant.

III. The State Department Failed to Adequately Guard Against the Risk of OneVoice Using Government-Funded Resources for Political Purposes

The Subcommittee finds that the State Department failed to adequately guard against the risk that resources built with government grants would be deployed for political purposes. Despite OneVoice's previous political activity in the 2013 Israeli election, the State Department failed to conduct any assessment of the risk that, were an election called, OneVoice would continue its political activities using State-funded resources. Nor did OneVoice's grant agreements prohibit such involvement. Moreover, the Department did not assess the risks involved in providing funds to OneVoice to create a grassroots campaign infrastructure—including voter contact information, trained networks of organizers and activists, and a social media platform—that might later be converted into political tools.

A. State Department Vetting During the OneVoice Grant Application Process

OneVoice was candid with the State Department regarding its past political involvement. As part of the proposal, for example, OneVoice provided a "Brand & Track Record" section detailing the organization's prior campaigns and programs, including a section entitled "Israeli Elections & Coalition Formation." The section detailed how, less than six months before seeking State Department funds, OVI had operated a grassroots campaign in the 2013 Israeli parliamentary elections to help "increase[e] the number of center-left seats in the [Israeli] Knesset"—which it described as one of its "Strategic Milestones."[92]

OneVoice's track record of involvement in Israeli elections did not deter the State Department from making the grants.[93] In a staff briefing, a senior official in the Bureau of Near Eastern Affairs, stated that "it would not be right" for the past

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[91] *Id.* ("[OneVoice must be] ready to move voices at that time in a way that can have an impact on political campaigns—*OneVoice needs to become not just a social movement but one that compels political change.*").
[92] App. 000296 (PWF00025581).
[93] Dastin van-Rijn Interview.

political experience of a possible grantee to be taken into consideration.[94] At the same time, however, the senior official stated that influencing foreign elections is a "red line" that State grantees cannot cross. The senior official stated that grantees are aware of this "red line" because it would be included in the grant contract or cooperative agreement.[95] But no such provision was included in the OVI or OVP agreements with the State Department, and neither agreement contemplated electoral activism by OVI or OVP.

Notwithstanding the comments made by a senior official in the NEA Bureau, in an interview with Subcommittee staff, Ms. van-Rijn indicated that past political experience and political activity is, in fact, taken into consideration when vetting possible grantees.[96] Ms. van-Rijn said that she and her colleagues discussed whether OVI was too far to the "left" to execute the grant's goals of targeting a broad base of citizens, but saw no "red flags" associated with OVI's political record.[97] Ms. van-Rijn further stated that her concerns had been assuaged because OneVoice had, in the past, included representatives from all parties, including far-right parties, in policy debates.[98] Ms. van-Rijn stated that she did not believe OneVoice was "party-focused."[99] Instead, it appears that State's concerns focused primarily on whether OneVoice actually had the capacity to undertake an ambitious public diplomacy campaign.[100]

Notably, the documents provided by the State Department contain no evidence that any grant officers conducted any risk assessment associated with OVI or OVP. The State Department normally keeps a grant file for each grant or cooperative agreement to document key grant activities, including any risk assessment, risk mitigation plans, monitoring plans, and close-out procedures.[101] The grant files for OVI and OVP provided by the State Department contain no

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[94] Briefing with a Senior Official, U.S. Dep't of State, Deputy Assistant Secretary in the Bureau of Near Eastern Affairs (June 6, 2015) (hereinafter "Senior NEA Official Briefing").
[95] Senior NEA Official Briefing.
[96] Dastin van-Rijn Interview. Mr. Ratney likewise stated that the State Department would consider the political associations of a prospective grantee and a make a "judgment call" concerning whether it was too political. Interview with Michael Ratney, U.S. Dep't of State, U.S. Consul General in Jerusalem (Nov. 9, 2015) (hereinafter Ratney Interview).
[97] A red flag, in the words of van-Rijn, would be a grantee with an "antagonistic relationship with the government." Dastin van-Rijn Interview.
[98] *Id.*
[99] *Id.*
[100] One former OneVoice employee who worked at the U.S. State Department at the time of the grant proposal wrote to Ms. van-Rijn and other State officials: "[OneVoice] admit[s] they have relatively few Israelis and Palestinian followers on the ground . . . I wonder if this particular campaign has as much to do with raising the profile of OneVoice as affecting the peace process." App. 000297 (STATE00997).
[101] *See* U.S. Dep't of State, Office of the Procurement Executive, Grants Policy Directive (GPD) 23, Rev. 2, "Federal Assistance File Folder, Form DC-4012." App. 000302 (STATE-2015-2-0001674).

mention of the risks presented by the grants, including the risk that government-funded campaign resources could be used for overt political activities. Additionally, there is no evidence that any risk mitigation plans associated with the political nature of the grantee's previous conduct—or any other risks—were designed or implemented.

B. State Department Oversight During the Grant Period

The State Department monitored OneVoice's compliance with its cooperative agreements during the grant period. OneVoice Palestine's award specifications stated that the "[U.S.] Consulate and OVP will consult regularly on the development and implementation of the program. OVP will develop procedure(s) for regularly consulting with and providing updates to the Consulate/PD Jerusalem."[102] OneVoice Israel's award specifications did not contain a clause directing OVI to "consult regularly" on the development and implementation of its program; they did, however, have requirements that OVI submit regular progress reports containing "significant activities of the period and how the activities reflect progress toward achieving goals/objectives" and "any problems/challenges in implementing the program and a corrective action plan," among other items.[103]

Accordingly, there were regular meetings between State officials and grantee representatives, including some 26 meetings or events recorded by the U.S. embassy that were held between various officials and OneVoice.[104] In one instance, State Department officials expressed concern about the messaging or slogans used by OneVoice. Specifically, OVP's launch event had used unapproved messaging on banners and other promotional materials, including messages "proclaiming Jerusalem to be the holy capital of Palestine and calling for an end to settlements." [105] In an email to the Executive Director of OVP on December 3, 2013, the Cultural Affairs Officer for the U.S. Consulate in Jerusalem[106] restated the ground rules that "the Consulate General has substantial involvement in this project, which includes consulting on and approving youth initiatives and other OVP activities BEFORE they happen."[107] In response, OVP took steps to ensure that future messaging was approved by senior OneVoice leadership and the State Department. In another instance, State officials asked that OVI not include information on a program outside the activities the State Department funded under the OVI grant, related to the Knesset, in its regular reports. When OneVoice started reporting on the Political Watchdog program—which trained activists on

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[102] App. 000316 (STATE000331).
[103] App. 000445 (STATE000050).
[104] App. 000320 (STATE000002).
[105] App. 000322 (PWF00001593).
[106] *Id.*
[107] App. 000323 (PWF00001594).

the Israeli legislative process—in its quarterly reports to the State Department, OVI's Executive Director informed PeaceWorks leadership that State "asked not to be involved in [the Political Watchdog Program], as they cannot take direct steps to influence the parliament of another country. They only want to hear limited reporting on this activity."[108]

C. Lack of State Department Response to OneVoice Political Plans Developed During the Grant Period

All three of the State Department officials that the Subcommittee interviewed stated they first learned of OneVoice's planned political activity when they read news accounts concerning its "partnership" with V15.[109] The Subcommittee asked two State Department officials—a senior official with the NEA Bureau and former Consul General Ratney—what the State Department would have done if, during the grant period, OneVoice had informed State officials that it was planning to launch an anti-Netanyahu campaign to coincide with the next election. Consul General Ratney initially responded that it would have been a "red flag" and State would have stopped the grant if it had known OneVoice was making such plans during the grant period. To do otherwise would have been "crazy," Mr. Ratney explained, given the State Department's sensitivities about "messaging."[110] The senior official in the NEA Bureau responded that State likely would have ended the grant and the decision would have "gone up the chain, likely to the Ambassador."[111]

The record is clear, however, that OneVoice did inform at least two State Department officials of its political plans, and it did so during the grant period. The Department took no action in response, although it is unclear whether the officials in receipt of the plans reviewed them. In September 2014, three months before the grant period was scheduled to end but after the final payment of U.S. funds to OneVoice Israel on August 25, 2014, Mr. Ginsberg exchanged a number of emails with Consul General Ratney, then the second-highest-ranking American diplomat in the region.[112] In that exchange, Mr. Ginsberg said he was in the process of obtaining final PeaceWorks board approval of a "major strategy directed at centrist Israelis" after "quietly bouncing ideas off a lot of folks, including Martin [Indyk] in its preparation."[113] Mr. Ginsberg indicated that he did not "expect much help from the USG [United States Government] in its final phase," but offered to share the

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[108] App. 000324 (PWF00002756).
[109] Dastin van-Rijn Interview; Senior NEA Official Briefing; Ratney Interview.
[110] Ratney Interview.
[111] Senior NEA Official Briefing.
[112] *See* App. 000331-000333 (PWF00027568-00027570).
[113] *Id.*

strategy "for friendship sake."[114] Mr. Ratney responded that he would "love to take a look at the strategy."[115]

The proposal sent to Mr. Ratney, "*A Strategic Plan to Mobilize Centrist Israeli & Palestinian*," was the culmination of months of work and presented a "bold and definable" political option to "[l]aunch a major strategic campaign that could shift a key portion of the Israeli and Palestinian electorates in a direction that would marginalize the extremists on either side," according to Mr. Ginsberg's email.[116] The proposal outlined the political goals of OneVoice in the next Israeli election, which was yet to be scheduled: "The [center-left] bloc has not been able to unify around a common message, a common agenda, or a strong leader. Our aim is to strengthen the bloc, rather than any one party, [and] in tandem weaken Netanyahu and his right wing parties."[117] Additionally, the proposal listed seven "Specific Israeli Tactical Objectives."[118] The second objective was clear: "Shift support within the Knesset from a Likud-centric coalition to a center left coalition through public education and grassroots mobilization initiatives."[119]

When presented with Mr. Ginsberg's September 2014 email and "Strategic Plan" during an interview, Mr. Ratney told the Subcommittee that he remembered the email but is "quite sure" he did not read the attachment, nor did he respond to Mr. Ginsberg.[120] (The State Department could not locate any record of Mr. Ratney's email exchange with Mr. Ginsberg on this issue, but email records produced by OneVoice included no response from Mr. Ratney.) Mr. Ratney also noted that Mr. Ginsberg had sent the email as the grant period was "winding down."

Mr. Ginsberg also sent an executive summary of OneVoice's proposed strategy to Frank Lowenstein, then a senior adviser for Middle East strategy who would eventually replace Ambassador Indyk as the Special Envoy for Israeli-Palestinian Negotiations on October 14, 2014. The executive summary provided to Mr. Lowenstein highlighted the three phases mentioned above, including the fact that "270 Strategies has been quietly working with our Israeli and Palestinian staff for over a year to lay the groundwork for this new strategy."[121] Unlike the complete plan, the executive summary did not mention Prime Minister Netanyahu or any political party by name or outline efforts to defeat the Likud-led government. In

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[114] *Id.*
[115] *Id.* This email chain was not produced to the Subcommittee by the State Department, despite being responsive to the Subcommittee's document request. The Department later told the Subcommittee it was unable to find the email chain because it was not retained.
[116] App. 000336 (PWF00027573).
[117] App. 000338 (PWF00027575).
[118] App. 000340 (PWF00027577).
[119] *Id.*
[120] Ratney Interview.
[121] App. 000353 (CDP-2015-2-0000053).

fact, the summary explicitly stated that "*We will not directly support individual candidates or political parties in Israel or Palestine*" (emphasis in original).[122]

IV. OneVoice Engaged in Political Activity After the Grant Period Using Resources Funded in Part by the State Department Grant

After Israeli elections were called following the collapse of peace negotiations, and after the State Department grant period ended, OneVoice shifted its focus to influencing the electoral outcome by working to defeat incumbent Prime Minister Netanyahu. Planning for this effort began during the period when OneVoice was still a State Department grantee. OneVoice did not use State Department funds directly for political activities, or seek State Department grants in anticipation of the Israeli elections, but it did use the campaign infrastructure and resources that it had built, in part, with State Department funds to support a campaign to defeat Prime Minister Netanyahu in the 2015 elections.

A. OneVoice Partnership with V15

As explained above, the State Department made its final payment of grant funds to OVI on August 25, 2014, and the grant period ended on November 30, 2014.[123] In December 2014, the OneVoice Movement began managing a grassroots campaign targeting Prime Minister Netanyahu—consistent with the strategic plan prepared and approved by OVI leadership during the State Department grant period.[124] The campaign described in this section, known as V15, was designed to weaken the Likud-centered governing coalition and (in the words of OVI's Executive Director) "to take [Netanyahu] down" in the 2015 elections.[125] According to the

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[122] App. 000354 (CDP-2015-2-0000054).

[123] OVP, however, still had an outstanding payment of nearly $10,000 due from State when elections were called. After additional review, the consulate ultimately decided not to make the final payment to OVP on the ground that certain of its activities did not comply with the terms of the grant. According to the grant officer in an email to OVP's Executive Director, the consulate had "no record that OVP communicated its activities for fourth quarter (*e.g.*, August 1, 2014 to November 1, 2014), nor were [political department] staff invited to attend any of the activities for monitoring purposes." App. 000360 (CDP-2015-2-0000745).

[124] *See* App. 000362 (PWF00028801).

[125] Ronan Farrow Daily, Interview with Polly Bronstein and Nimrod Dweck, MSNBC (Nov. 7, 2014), http://www.msnbc.com/shift/watch/netanyahu-opposition-interviewed-post-defeat-414929475753 ("We feel that the Prime Minister of Israel is not representing all of Israel; it doesn't even feel that he is the Prime Minister of all of us and he's made us more confident that we are continuing this fight of ours to take him down next time."). Far from disassociating itself with these comments, OneVoice posted this interview on its Facebook page, praising "V15's historic GOTV campaign." OneVoice Movement Facebook Page (Mar. 19, 2015), https://www.facebook.com/onevoice.movement/?fref=ts.

State Department grant officer for OVI, Ms. van-Rijn, V15's political goal was simple: Elect "anybody but Bibi."[126]

On December 2, 2014, three days after the State Department grant period ended for OVI, the Knesset voted to dissolve the governing coalition and schedule new elections on March 17, 2015.[127] OneVoice promptly sent John Lyndon, the Chief Operating Officer of the OneVoice Movement,[128] to Israel on December 15, 2014, to determine how to execute the strategic plan it had crafted over the past seven months.[129] An immediate challenge was optical: As OVI previously contemplated, its strategic plan "must ... [b]e unveiled in Israel (not the US) as an Israeli-centric plan."[130] OneVoice decided that the best option would be to partner with a home-grown political movement. Mr. Lyndon reported to PeaceWorks' leadership that he had discovered a loosely formed group of activists called "V15" or "Victory-2015."[131] V15's mission was to replace the Netanyahu government. Specifically, Mr. Lyndon wrote that V15's goal was "[f]ounding a center-left government" by "pressuring center-left block leaders to prevent them from joining a coalition with the right wing parties headed by Netanyahu and Bennet."[132] V15 considered itself a "genuine authentic grassroots initiative designed for the sole purpose of replacing the current government with a pro-peace center-left coalition."[133] Less than a week later, OVI and V15 entered into partnership

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[126] Dastin Interview; Roy Arad, *The Obama Campaign Strategist Who Could Break the Israeli Elections Wide Open*, HAARETZ, (Jan. 26, 2015), http://www.haaretz.com/news/israel-election-2015/.premium-1.639158.

[127] Times of Israel Staff, *Knesset Votes to Dissolve; New Elections Called for March 1*, TIMES OF ISRAEL (Dec. 3, 2014), http://www.timesofisrael.com/new-elections-called-for-march-17-2015/.

[128] App. 000373 (PWF00030274).

[129] App. 000378 (PWF00015337).

[130] *See* Email from Amb. Ginsberg to Martin Indyk (Oct. 14, 2014) ("If the Plan is going to have any conceivable chance of getting off the ground, it must: Be unveiled in Israel (not the US) as an Israeli-centric plan (if otherwise, it just opens us up to needless Israeli criticism))." App. 000467 (PWF00028797). Further, OVI's strategic plan written by Mr. Ginsberg stated: "[T]he staff is acutely aware that it must be seen as an Israeli enterprise: MANAGED AND IMPLEMENTED not from foreign shores, but as an indigenous operation." App. 000340 (PWF00027577) (emphasis in original).

[131] In this email, Lyndon provided only a brief summary, stating he "was anxious not to put a lot of sensitive stuff in email, as instructed." App. 000378 (PWF00015337). Because Lyndon refused to participate in an interview with this Subcommittee, it is unclear what he deliberately left out of the email or who instructed him to remain cryptic. Lyndon also identified other potential partners including Mohammad Darwashe, the Co-Executive Director of the Givat Haviva Institute and the former Co-Executive Director of the Abraham Fund, which also received State Department grants totaling more than one million dollars since 2010. *See Grants* SNEAAB14GR055 & SLMAQM10GR082.

[132] App. 000385 (PWF00002342).

[133] App. 000387 (PWF00002344).

through a formal agreement, under which V15 would become a wholly-owned project of OVI.[134]

Once absorbed by OneVoice, V15 had no further independent organizational existence. There was no legal entity known as V15 in Israel or the United States.[135] V15 had no separate bank account.[136] For that reason, donors to V15 had three options: (1) contribute to the PeaceWorks Foundation and earmark that contribution for the V15 effort; (2) contribute to OneVoice Europe and earmark the contribution; or (3) contribute directly to OVI.[137] Under the terms of the agreement, V15 would bring its five-person staff onto the OVI payroll, and the two erstwhile leaders of V15 would be considered outside consultants to OVI. All employment decisions for the V15 campaign were approved by OVI management. Polly Bronstein, who had taken over as Executive Director of OVI in July 2014, would manage the V15 communications portfolio as well as the political and Israeli partnerships of the campaign. Mara Lee, OneVoice's International Organizing Director, would oversee V15's grassroots, voter data, and GOTV efforts. The V15 founder-consultants both reported to Ms. Bronstein and Ms. Lee.[138]

Despite being an OVI project, V15 would remain a separate brand. Reflecting the concern that the campaign could not be viewed as controlled from outside Israel, the draft agreement stated that OneVoice would not hide its involvement with V15, but "as far as the public is concerned V15 is a separate brand."[139] The V15 brand would be retained to "capitalise on the organic, grassroots and dynamic resonance that [the V15 founders] have quickly created."[140] The terms of this partnership agreement remained nonpublic until late January 2015, when pressure from the Israeli press forced PeaceWorks and OneVoice Israel to clarify the scope and nature of the V15 partnership to U.S. donors.[141] The Israeli newspaper *Haaretz* reported that V15 had a clear political aim: "V15 is trying to replace Israel's government."[142]

This campaign was consistent with the strategic plan prepared and approved by OVI leadership during the State Department grant period. While the

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[134] Nerpel Interview; App. 000393 (PWF00003961).
[135] Nerpel Interview.
[136] *Id.*
[137] *Id.*
[138] App. 000389 (PWF00002280).
[139] App. 000397 (PWF00003965).
[140] App. 000399 (PWF00009665).
[141] *OneVoice Israel Partners with V15 to Change Status Quo*, PR NEWSWIRE (Jan. 27, 2015), http://www.prnewswire.com/news-releases/onevoice-israel-partners-with-v15-to-change-status-quo-300026229.html.
[142] Roy Arad, *The Obama Campaign Strategist Who Could Break the Israeli Elections Wide Open*, HAARETZ (Jan. 26, 2015), http://www.haaretz.com/news/israel-election-2015/.premium-1.639158.

Subcommittee has found no evidence that State Department funds were used by OVI *directly* to influence the March 2015 elections, the record shows that OVI used resources built and funded in part by State Department funds during the grant period to support the launch and operation of V15.

B. OneVoice Continued to Use Resources Built Using State Department Funds

OVI's grant period ended on November 30, 2014, two days before the Israeli elections were called. However, the third-party review of the OVI grant required by the State Department concluded that, during the grant period, "foundations were laid for continued activity [by OVI] even after the end of the project—many young people were recruited for further activity, groups of activists were formed, and structures were created for future activities of this kind."[143] The Subcommittee's investigation has found that OVI used these "foundations"—including newly trained activists, voter lists, an expanded social media platform, and strengthened grassroots expertise—for the V15 campaign after the grant period concluded. As soon as the elections were called on December 2, OneVoice began deploying the grassroots organizing apparatus that it built substantially with U.S. taxpayer dollars.

First, OneVoice's existing "alumni network" provided activists ready to support and recruit for V15.[144] In a December 22, 2014 email, a 270 Strategies senior manager who consulted for OneVoice during the grant period explained that OVI would "use the activists we have to put out the campaign and giv[e] people call to actions around the campaign, one of which will be joining V15 as an activist."[145] In several email exchanges, OneVoice recognized that it had previously invested in training people in grassroots mobilization—as the State Department grant required[146]—and this was the time to activate them.[147] For example, the founder of OneVoice exhorted senior staff of the organization: "We trained a bunch of people. NOW IS THE TIME TO RECRUIT THEM TO JOIN THE EFFORT!"[148] During an interview with the Subcommittee, Mr. Nerpel stated that he was unaware of any concerns within OneVoice about using activists trained under the State Department grant to support the V15 campaign.[149]

Second, the V15 campaign used OVI's database of voter contact information, including email addresses, which OVI expanded during the grant period. As

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[143] App. 000125 (STATE00019).
[144] App. 000379 (PWF00015338).
[145] App. 000404 (PWF00012311).
[146] App. 000074 (PWF00001036).
[147] App. 000412 (PWF00015093).
[148] *Id.*
[149] Nerpel Interview.

explained above, during the grant period, OVI routinely collected contact information from Israelis who, for example, attended OneVoice townhalls or made online support pledges, and compiled this information in a voter contact database. OVI reported its collection of this information as evidence of the success of the State Department grant.[150] In an interview with the Subcommittee, Mr. Nerpel stated that one objective of this information gathering process was not to compile information that could directly affect the next Israeli election; instead, "the objective was that [the names] were used to support the Israeli government and ... the Palestinian government through the Consulate grant to support a two state solution. Those names were subsequently going to be used for the overall objectives of OneVoice after the grant period ended."[151] However, when the time came and the election was called, OVI used the same database to disseminate V15 messages calling for "changing the government" and invitations to V15 events.[152]

The Subcommittee specifically asked Mr. Nerpel whether the voter database built during the grant period was in any way separate from the lists used by V15. Mr. Nerpel answered that his understanding was that there was only "one database" within OVI and "all of the information is fed into the same database," including "any names that were collected during" the State grant period.[153] Indeed, one State Department employee on OneVoice's listserv received V15 emails even though she never signed up for them.[154] Mr. Nerpel also stated that the database OVI later used during its cooperation with V15 would have included data collected "from 2002 through today."[155]

Third, OVI's social media platform, which more than doubled during the State Department grant period, was also used to advertise V15's activities. The growth of OneVoice's Facebook page during the State Department grant was one of its key "Metrics of Success."[156] By the end of the grant period, OneVoice boasted the "single biggest pre-existing social media capacity" in Israel.[157] OVI later used that online presence to promote the V15 campaign, as OVI widely shared V15 Facebook posts on its own page.[158]

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[150] App. 000420 (STATE000285).
[151] Nerpel Interview.
[152] *Id.*
[153] *Id.*
[154] Dastin van-Rijn Interview.
[155] Nerpel Interview.
[156] App. 000020 (STATE00064).
[157] App. 000433 (PWF00012953).
[158] OneVoiceIsrael Facebook Page, (Mar. 3, 2015), https://www.facebook.com/kol.echad/photos/a.124660947558205.17051.114627791894854/965917796765845/?type=3&theater.

Finally, throughout the grant period and for two months into the V15 campaign, OneVoice held itself out publicly as a "partner" of the State Department and the U.S. Embassy-Tel Aviv, including on its website and annual reports to donors. On its website, OneVoice noted that its "partnerships reflect[] the validation our work on the ground has received from like-minded organizations."[159] OneVoice also cited its relationship with State in donor pitches to raise additional funds.[160] In an interview with the Subcommittee, however, Mr. Nerpel stated that "[w]hether the reference to the State Department added credibility in the minds of the donors I don't know."[161] After press accounts surfaced about V15's political activity and its link to a former State Department grantee, the State Department ordered OneVoice to delete U.S. government branding and references from its website and future communications.[162]

As mentioned previously, none of the OVI activity described above was barred by the grant terms set by the State Department.[163] The grant specifications for OVI and OVP did not impose limitations on activity outside the scope and time period of the grants. As Ms. van-Rijn explained, for larger grants the State Department strove to create sustainability for recipient activities beyond the life of the grant.[164] Nor was OVI's use of resources created or expanded during the grant period a violation of existing State Department policy or regulations concerning investments made with grant funding.

C. PeaceWorks Returned Contributions and Created a New Non-Profit Based on Concerns About 501(c)(3) Funding for Political Activity

From December 31, 2014 to January 29, 2015, PeaceWorks contributed $995,000 to OVI for the benefit of V15 efforts. As news coverage of V15 increased, PeaceWorks became concerned about the U.S. tax law implications of OVI's political work.[165] PeaceWorks was a 501(c)(3) charitable organization, as required by the State Department's cooperative agreement. [166] But in December 2014, OneVoice

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[159] OneVoice Movement: Our Partners, https://web.archive.org/web/20140914054913/http://www.onevoicemovement.org/partners/ (recorded Jan. 10, 2014, last visited on Apr. 28, 2016).
[160] PeaceWorks had State Department branding on its website, and donor solicitations also highlighted the partnership with State. App. 000434 (PWF000027895) (Amb. Ginsberg wrote, "Can you help me out? Kerry's staff blessed this as the best communications strategy presented to them. This is serious stuff now.").
[161] Nerpel Interview.
[162] *See* App. 000436-000437 (PWF00000017-18).
[163] *See* App. 000439 (STATE00044).
[164] Dastin van-Rijn Interview.
[165] *See* App. 000448 (PWF00009481); Nerpel Interview.
[166] "Under the Internal Revenue Code, all section 501(c)(3) organizations are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or

officials discussed "sceptisim that a GOTV effort with this level of messaging specificity RE: center-left could be funded by a 501 c3."[167] In February 2015, PeaceWorks created a new non-profit entity to direct political efforts. On February 3, 2015, Peaceworks Action was incorporated in Delaware and declared itself as tax-exempt under Section 501(c)(4) of the Internal Revenue Code.[168]

PeaceWorks then shifted money between itself, its new 501(c)(4) entity, and OVI. On February 6, 2015, PeaceWorks informed OVI that it was rescinding all donations since December 2, 2014, "which might have supported foreign political campaign activity."[169] As a result, $995,000 was returned to PeaceWorks. Those funds (and more) were then replenished by the two PeaceWorks entities.[170] After the creation of the new 501(c)(4), there were discussions among Mr. Nerpel and 270 Strategies consultants about which entity could properly fund specific activities—such as polling questions and online videos.[171] Based on case-by-case determinations made primarily by Mr. Nerpel, PeaceWorks Foundation and PeaceWorks Action each contributed additional money to OVI for the benefit of V15.[172] The final budget for all of OneVoice's projects during the 2015 election included roughly $3 million in 501(c)(3) funds and more than $4 million in 501(c)(4) funds for the benefit of OVI and the V15 initiative.[173] To put those amounts in perspective, the total budget for all parties seeking office in the 2015 Israeli elections came to approximately $51 million.[174]

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in opposition to) any candidate for elective public office. Contributions to political campaign funds or public statements of position (verbal or written) made on behalf of the organization in favor of or in opposition to any candidate for public office violate the prohibition against political campaign activity. Violating this prohibition may result in denial or revocation of tax-exempt status and the imposition of certain excise taxes. Certain activities or expenditures may not be prohibited depending on the facts and circumstances. For example, certain voter education activities (including presenting public forums and publishing voter education guides) conducted in a non-partisan manner do not constitute prohibited political campaign activity. In addition, other activities intended to encourage people to participate in the electoral process, such as voter registration and get-out-the-vote drives, would not be prohibited political campaign activity if conducted in a non-partisan manner." Internal Revenue Serv., *The Restriction of Political Campaign Intervention by Section 501(c)(3) Tax-Exempt Organizations* (last updated Dec. 15, 2015), http://www.irs.gov/Charities-%26-Non-Profits/Charitable-Organizations/The-Restriction-of-Political-Campaign-Intervention-by-Section-501(c)(3)-Tax-Exempt-Organizations.

[167] App. 000451 (PWF00002335).

[168] App. 000004 (Letter from PeaceWorks Foundation to the Subcommittee (Mar. 11, 2015)).

[169] App. 000003.

[170] App. 000004; App. 000453 (PWF000015693).

[171] App. 000454 (PWF000011993).

[172] Nerpel Interview.

[173] App. 000459 (PWF000011653).

[174] Dimi Reider, *The Real Reason Nobody Minds that American Money Deeply Influences Israeli Politics*, REUTERS (Feb. 27, 2015), http://blogs.reuters.com/great-debate/2015/02/27/the-real-reason-nobody-minds-that-american-money-deeply-influences-israeli-politics/.

CONCLUSION

OneVoice Israel's conduct fully complied with the terms of its agreements with the State Department and governing grant guidelines. The experience under the OneVoice grants, however, reveals the ease with which recipient organizations can repurpose certain public-diplomacy resources for political activities.

The State Department failed to foresee and guard against that risk from the outset. OneVoice was forthright with the Department about its political activity in 2013, and it was also clear that OneVoice would use grant funds to build or enhance resources that might be applied to political activities. OneVoice's 2013 grant proposal called for using the funds for standard tools of a modern political campaign, including a voter/activist contact database, a trained grassroots network, and a large social media presence. Immediately after the grant period ended, OneVoice deployed those grant-funded resources as part of the V15 campaign to defeat Prime Minister Netanyahu in 2015. Despite the fact that influencing a foreign election is across a "red line" for U.S. grantees,[175] all of this activity was permissible under Department guidelines and the terms of the grants.

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[175] Senior NEA Official Briefing.

Patterson Belknap Webb & Tyler LLP

1133 Avenue of the Americas New York, NY 10036-6710 212.336.2000 fax 212.336.2222 www.pbwt.com

March 11, 2015

Daniel S. Ruzumna
[redacted]

By Electronic Mail

The Honorable Rob Portman, Chairman
Permanent Subcommittee on Investigations
Committee on Homeland Security and Governmental Affairs
199 Russell Senate Office Building
1st & Constitution, N.E.
Washington, D.C. 20510

The Honorable Claire McCaskill, Ranking Member
Permanent Subcommittee on Investigations
Committee on Homeland Security and Governmental Affairs
199 Russell Senate Office Building
1st & Constitution, N.E.
Washington, D.C. 20510

Re: <u>The PeaceWorks Network Foundation</u>

Dear Senator Portman and Senator McCaskill:

We are counsel to the PeaceWorks Network Foundation ("PeaceWorks") and proffer the following information in connection with the Permanent Subcommittee's subpoena directed to "OneVoice US" on March 3, 2015. PeaceWorks is incorporated under the New York Not-For-Profit Corporation Law and recognized as a charitable organization under Section 501(c)(3) of the Internal Revenue Code. OneVoice refers to an international grassroots movement advocating for a negotiated, comprehensive, and permanent peace agreement between the Israeli government and Palestinian Authority based on a "two-state" solution. The OneVoice movement is an initiative supported by PeaceWorks and by the separately-incorporated foreign non-governmental organizations, OneVoice Israel ("OVI") and OneVoice Palestine ("OVP").[1] We are providing this proffer on behalf of only our client, PeaceWorks, but to the extent possible, we have attempted to provide information based on our understanding of events relevant to OneVoice movement.

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[1] The OneVoice movement is represented in the European Union by OneVoice Europe, which is a U.K.-registered charity located in London.

Because of the short time that we have had to respond to the questions posed by the Permanent Subcommittee, our answers are necessarily preliminary. We have interviewed PeaceWorks employees and reviewed materials related to the concerns relayed to us by the Permanent Subcommittee's staff. Our internal review, however, is not complete. Several PeaceWorks employees are traveling outside of the country, and therefore we have not been able to conduct interviews of all relevant individuals. Our collection and review of documents are also still underway. Nonetheless, the answers provided below are, to the best of our knowledge, accurate and sufficiently detailed that we believe they should be helpful in addressing the areas which we understand are of greatest concern to the Permanent Subcommittee and its staff.

Answers to Subcommittee Questions

Question 1: Has The PeaceWorks Foundation, aka/dba OneVoice, directly or indirectly provided any funding to Victory 2015 (V15)? If so, please identify the amount(s) and date(s) any such funds were provided and the OneVoice entity that provided the funds.

Since 2003, PeaceWorks has provided funding to OVI, a separately-incorporated non-governmental organization located in Tel Aviv. Through town-hall meetings, educational and youth-leadership programs, and other activities, OVI has raised awareness of the benefits of a two-state solution and fostered dialogue about its potential to bring about peace and prosperity for Israelis and Palestinians alike.

When Israeli elections were called on December 2, 2014, OVI explored ways to further its grassroots mission and continue to promote a two-state solution to the Israeli-Palestinian conflict. To that end, we understand that on December 18, 2014, OVI met with the unincorporated group known as Victory 2015 ("V15") and agreed to informally partner with V15 for the upcoming 2015 elections. Pursuant to this collaboration, V15 brought its five existing team members to work as OVI freelance employees.

Starting in late December, PeaceWorks made several grants to OVI, some of which we understand were used for the benefit of V15. In the months of December 2014 and January 2015, PeaceWorks made six grants to OVI: on December 31, 2014 and on January 7, 21, 27, 28 and 29, 2015, in the total amount of $995,000. The specific grants from PeaceWorks to OVI in December and January were as follows:

Date	Transfer Amount
12/31/14	$150,000
01/07/15	$150,000

01/21/15	$50,000
01/27/15	$200,000
01/28/15	$300,000
01/29/15	$145,000
Total:	**$995,000**

PeaceWorks made these grants with the understanding that neither OVI nor V15 were exclusively engaged in political campaign activities, and that at least a substantial portion of OVI's activities during this period would involve nonpartisan and educational activities. As OVI's collaboration with V15 developed, PeaceWorks engaged in internal discussions about whether to establish a companion corporation that would be tax-exempt under Section 501(c)(4) of the Internal Revenue Code. Prompted in part by the letter sent on January 29, 2015 by Senator Ted Cruz and Representative Lee Zeldin to Secretary of State John Kerry, PeaceWorks reassessed its financial support to OVI, particularly that which may have gone for the direct or indirect benefit of V15. PeaceWorks reviewed each transfer to OVI since the collaboration began and determined that, in an abundance of caution, it would rescind all grants that arguably could be interpreted as having been used to support foreign political campaign activity.[2]

On February 6, 2015, PeaceWorks informed OVI that it was rescinding all grants since the date the Israeli election was called and which might have supported foreign political campaign activity. Following a careful review of the projects funded by its grants, PeaceWorks ultimately determined that it would rescind five of the six grants made to OVI in December and January to avoid any concern that funds from the Section 501(c)(3) organization may have been used to support foreign political campaign activity; one of its prior grants ultimately was not rescinded after PeaceWorks confirmed that the grant funds were used for educational and nonpartisan activities. Specifically, the $50,000 grant transferred on January 21, 2015 was designated to pay a portion of a film-makers' fees representing that portion charged for the creation of educational and nonpartisan films.

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[2] Though the Internal Revenue Service, in a 1973 Revenue Ruling (Rev. Rul. 73-440, 1973-2 C.B. 177), concluded that organizations exempt from taxation under Section 501(c)(3) are barred from foreign lobbying, it has not issued published precedential guidance barring a Section 501(c)(3) organization from conducting or supporting foreign political activities.

In an abundance of caution and to avoid any semblance that PeaceWorks was engaging in political campaign activity, on February 3, 2015, PeaceWorks Action, Inc. ("PeaceWorks Action") was incorporated in Delaware and declared itself as exempt from taxation under Section 501(c)(4) of the Internal Revenue Code. On February 5, 2015, after obtaining an employer identification number and opening a bank account, PeaceWorks Action was funded with $1,000,000 of newly-raised funds. OVI was informed that PeaceWorks Action would provide funds to facilitate the return of the earlier PeaceWorks grants. As one of its first orders of business, on February 9, 2015, PeaceWorks Action transferred $545,000 to OVI; the remaining $400,000 intended to facilitate the repayment of rescinded grants was transferred on March 4, 2015. OVI, in turn, initiated transfers back to PeaceWorks of $545,000 on February 17, 2015 and of $400,000 on March 9, 2015. The funds were received in PeaceWorks accounts in the days thereafter.

In addition to the initial grants by PeaceWorks and the subsequent grants by PeaceWorks Action, both entities have made grants to OVI since January 2015, after careful consideration of how the funds would be used by OVI. PeaceWorks Action made grants in the amounts of $200,000 on February 12, 2015, $250,000 on February 23, 2015, and $500,000 on March 10, 2015 for OVI's general operating expenses, and made a payment of $150,000 on February 17, 2015 to Facebook for social media expenses on behalf of OVI. Following its rescission of its grants, PeaceWorks made two new grants to OVI for activities determined to be educational and nonpartisan: $250,000 on February 12, 2015 for a phone bank program, the goal of which was explicitly laid out in the contract as involving educational and research goals not involving political campaign activity[3]; and $300,000 on February 24, 2015 for the portion of OVI's overhead and labor costs associated with its non-V15 and nonpartisan and educational expenses. PeaceWorks also forwarded a memorandum to OVI on February 9, 2015, detailing restrictions governing the use of its grant funds as a Section 501(c)(3) organization.

To ensure that PeaceWorks does not incur expenses for which the Section 501(c)(4) entity is responsible, the two entities entered into a resource sharing agreement, pursuant to which they allocate administrative costs, including overhead expenses and staff salaries, on the basis of time records maintained by their employees. Pursuant to the agreement,

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[3] The script prepared for the phone bank's use consisted of questions seeking information on whether the answerers intended to vote, how likely they were to vote, for whom were they planning to vote, and how likely they would change their minds. The script also included one biographical question regarding how the answerers would describe themselves religiously. The script did not name any candidate or political party and did not frame questions in a leading manner. Consistent with 2002 EO CPE Text, Election Year Issues, by Judith E. Kindell & John Francis Reilly, pp. 378-79, the grant in support of the phone bank was determined not to constitute political campaign activity.

PeaceWorks invoices PeaceWorks Action for its portion of administrative expenses, and PeaceWorks Action already has reimbursed PeaceWorks for expenses incurred in the months of December 2014 and January 2015.

Question 2: Has The PeaceWorks Foundation, aka/dba OneVoice (including OneVoice offices in Tel Aviv and Ramallah), had any communications with any employee or officer of the Executive Branch of the U.S. government concerning the creation or operation of V15? If so, please identify the parties to each communication and the approximate date of each communication.

As an organization with a mission of promoting a two-state solution to the Arab-Israeli Conflict, PeaceWorks employees seek to interact with *all* branches of the U.S. government, including the Executive Branch, and officials and employees of both political parties. Though we have not had sufficient time to review comprehensively PeaceWorks' hard copy and electronic records or to interview all PeaceWorks employees, our preliminary review has not uncovered any communications between PeaceWorks employees and employees or officers of the Executive Branch specifically concerning the creation or operation of V15. The only known PeaceWorks-Executive Branch communications that even tangentially relate to V15 involve communications by the U.S. State Department confirming details of the OVI and OVP grants and communications with a former White House employee about an upcoming trip by a PeaceWorks employee to Israel, as discussed below.

In the days following its receipt of the January 29, 2015 letter by Senator Cruz and Representative Zeldin, a State Department staff member, Samantha Sutton, contacted PeaceWorks' senior grants officer, Christina Taler, to verify certain facts about the grants awarded by the U.S. Embassy in Tel Aviv to OVI and by the U.S. Consulate in Jerusalem to OVP in 2013. As explained more fully in the following section, funds received from the U.S. government were spent on charitable and educational activities before the Israeli elections were called on December 2, 2014. Ms. Taler invited PeaceWorks' executive director, Joshua Nerpel, and its senior adviser, former Ambassador Marc Ginsberg, to join in the call with Ms. Sutton. Upon learning of Ambassador Ginsberg's participation on the call, Ms. Sutton suggested that the call be delayed so that she could invite Frank Lowenstein (acting special envoy for Israeli-Palestinian negotiations) to participate. We understand that Ambassador Ginsberg subsequently spoke to Mr. Lowenstein to confirm that the grant funds received from the U.S. State Department had been fully expended before December 2014 and that the conclusion of the grants was accurately reflected on the OneVoice movement's website. We further understand that other than addressing the issues raised in the letter by Senator Cruz and Representative Zeldin, which concerned V15, the conversations involving Ms. Sutton and Mr. Lowenstein did not relate to the creation or operation of V15.

We are also aware of a conversation on December 30, 2014 between Mr. Nerpel and Marlon Marshall, who left his post as Deputy Director of Public Engagement in the White

House three days later. Mr. Marshall's departure from the White House staff had been publicly reported as early as December 10, 2014, and as far as we are aware, had nothing to do with his work on behalf of PeaceWorks. Mr. Nerpel had been informed that on January 5, 2014, Mr. Marshall would be rejoining a consulting firm engaged by PeaceWorks. The call between Mr. Nerpel and Mr. Marshall concerned an upcoming trip that Mr. Nerpel was planning to Israel and that Mr. Marshall was expected to join in his consulting role. The general subject of the call was their plan for the upcoming trip, including some of the things Mr. Nerpel hoped to accomplish with respect to OVI. The conversation did not relate in any way to Mr. Marshall's work for the U.S. government, and Mr. Nerpel did not request any action to be taken by the Executive Branch.

Question 3: Did OneVoice segregate funds received from the U.S. State Department in 2013-2014 from funds, if any, provided by OneVoice to V15?

PeaceWorks did not receive funds from the U.S. State Department in 2013 or 2014, and has never received any money from the U.S. government. The State Department funds referenced in this question were actually received by the separately-incorporated organizations OVI and OVP pursuant to grants awarded in 2013. Despite their separate existence, OVI and OVP regularly report to PeaceWorks regarding their operations and finances. OVI and OVP did not segregate State Department funds from funds later provided to V15 because the State Department funds had already been spent before OVI's partnership with V15 began and before the announcement of the Israeli elections in 2014.

On August 14, 2013, at the request of the U.S. Embassy in Tel Aviv, OVI submitted a grant application to the U.S. State Department to generate support for the peace negotiations led by Secretary of State Kerry, which had been announced on July 28, 2013. As stated in the application, the purpose of the grant was for "a highly visible grassroots and media campaign designed to provide greater public support for the renewed talks between Israel and the PLO—a critical precondition for their success." The grant application was amended on September 16, 2013 at the State Department's request to revise the budget numbers and provide greater specificity. The OVI grant was awarded on September 30, 2013 and identified its purpose as intended to "defray the costs of a multifaceted campaign by OneVoice Israel that will engage Israelis and mobilize them to actively support the resumption of peace negotiations and a two-state solution to the Palestinian-Israeli conflict." *See* Federal Assistance Award, No. SIS70013GR143. The OVI grant was a cost-sharing grant in which the State Department would provide (and did provide) $233,500, and in which the recipient (OVI) would provide the remaining $406,598 to complete the projects specified in the grant.

The OVI grant initially provided for a nine-month project period, from October 15, 2013 through July 15, 2014; however, the project period was extended to November 30, 2014 after complications with the peace process that delayed certain intended events. The State Department made grant payments directly to OVI at the beginning of each quarter during the

grant period, and required OVI to complete quarterly narratives and financial reports. The final payment of U.S. government funds to OVI was made on August 25, 2014. The final grant budget allocated the remaining U.S. government funds, in the amount of $7,100 as line items to support the promotion of a "Peace Pays Off" conference held on November 13, 2014 in the heart of Tel Aviv. The funds were spent as provided in the budget. The total cost of the conference was over $50,000, with the majority of the cost borne by OVI. OVI continued to sponsor events in support of peace negotiations through 2014 (and it continues to do so today), but all State Department funds had been spent in advance of and with the intent to promote the November 13, 2014 conference.

The application for the grant to OVP was submitted on August 2, 2013 and sought funding for "a highly visible integrated grassroots/public affairs/media campaign that will build public support for negotiations." On September 24, 2013, the U.S. Consulate in Jerusalem issued the grant in the amount of $115,776, without any corresponding matching obligations for OVP. The grant identified its purpose to "inspire civic participation through grassroots activism and promote a peaceful end to the Israeli-Palestinian conflict via a two-state solution." *See* Federal Assistance Award, No. S-IS400-13-CA-0073. The grant period ran from September 30, 2013 to November 1, 2014.

On January 29, 2015, OVP submitted a Standard Form 425 showing that it had incurred $109,674.59 in expenses in connection with the grant and that all expenses had been incurred by mid-November 2014. The Form 425 also shows that OVP has only been reimbursed $99,675, leaving a deficit of $9,999.59. No funds were spent in connection with the OVP grant after November 12, 2014, and OVP has not been fully reimbursed for the program costs it incurred related to the program.

* * * * *

We appreciate the opportunity to provide this information to the Permanent Subcommittee and its staff. We also appreciate the extension of the subpoena return date to March 31, 2015 and are actively working to collect, review, and produce responsive materials. If you have any questions regarding the preliminary information provided in this proffer, please do not hesitate to contact me at your convenience.

Respectfully submitted,

/S/ Daniel S. Ruzumna

Daniel S. Ruzumna

cc: Brian Callanan (via email)
Margaret Daum (via email)
Derek Lyons (via email)

Message

From: Tal Harris [redacted]
Sent: 9/13/2013 10:33:32 PM
To: DastinMJ@state.gov
CC: Schiffman[redacted]; Rider[redacted]; [redacted]balderman[redacted]
Subject: Re: Grant Application
Attachments: OVIBinder091313.pdf

Hello Michele,
Please find attached a memo with your request from yesterday and today: budget and budget narrative, the SF-424 application, prospective partner organizations, and organizational chart. Let me know if anything else is needed.

I will also check in to see if you wish to speak on Monday over the phone, or if you would like to coordinate a time that works best for our board member, Ady Balderman, to join as well in person.

Best,
Tal

From: Dastin-van Rijn, Michele [redacted]
Sent: Friday, September 13, 2013 03:53
To: Tal Harris
Cc: Schiffman, Eitan; Rider, James T (Tel Aviv)
Subject: Grant Application

Please also send us a copy of your amutah certification. Thank you.
If you have an organizational chart for OVI, that would also be useful.
Thank you.

Michele Dastin-van Rijn
Cultural Attaché
U.S. Embassy Tel Aviv

One Ben Yehuda Street
Tel Aviv 61261 ISRAEL

[redacted]

Website YouTube Twitter Facebook

This email is UNCLASSIFIED.

From: Tal Harris [redacted]
Sent: Tuesday, September 10, 2013 8:10 AM
To: Dastin-van Rijn, Michele
Subject: Re: Grasrrots organizing

Hello Michelle
I hope this email finds you well.
I'm forwarding to you the email I sent you over a week ago, just to make sure that you received it.

Wishing you and the embassy team a very happy new Jewish year,
Tal

Am 2 2013 ספט um 21:12 schrieb Tal Harris <[redacted]:
Hello Michelle,

I hope you enjoyed your weekend, and have had a nice Labor Day.

I would like to address your two questions in one email.

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00001241

First, regarding the grassroots organizing consultants: 270 Strategies will be hired to train OneVoice Israel staff in their best in class metrics based micro targeting method of grassroots organizing, but their approach will be tailored to on the ground needs and overseen by Israeli staff. These efforts will be coupled with focus group opinion management team run by APCO Tel Aviv Israel communications team and its director, Gad Ben Ari.

In terms of our plan for the next nine months, we can share with you a clear and detailed plan of the training element of the program to our core group of 100 volunteers (Youth Leaders), as will be conducted in our partnership with the National Union of Israeli Students. This work plan includes the dates of five one-day trainings and weekend seminars, the content of each of those trainings, the structure of our student chapters, as well as the mechanism of recruitment of new Youth Leaders and supporters in campus and its outside environment (youth movements, certain religious communities, the municipality).

In terms of milestones, we have a laid out a broad plan for when it would make most sense to mobilize our grassroots infrastructure during the next nine months in public events and social media. This was done in consultation with partner NGOs and MKs of various factions; under the assumption that executing these plans in tandem with others would enhance their effect. The goal of each of these events is to mobilize the grassroots network in mass to show public support for the two-state solution. The following are what we are considering:
1. In November and December we will have town hall meetings in all 10 campuses we work in. These town hall meetings will focus on the role of youth in the peace process. These events will include MKs of the Knesset caucus OneVoice helped establish, seniors from the security establishment, members of the Palestinian Committee for Interaction with Israeli Society, and debates with individuals and groups who oppose the two-state solution;
2. In November we plan to execute a mass mobilization for the two-state solution in the annual memorial event for PM Rabin. This event is target to coincide with a time when the public is most attentive to the issue of the conflict and tends to come out in tens of thousands;
3. In February and March the second semester begins on all campuses. We plan to hold a second series of town hall meetings then along the same lines as point 1 above;
4. In March, seven months into talks between Israel and the PLO, we expect the public will be ready to take to the streets on a march for freedom, peace, and security to support a successful outcome for negotiations. This will coincide with Passover, which symbolizes freedom and enables a discussion about what the Jewish people and Zionism can do.

The above are examples of what we have planned throughout the campaign to show the public support we intend to build through our grassroots efforts. These planned events and public milestones are based off events and campaigns we have done in the past and believe will be effective in this type of campaign. As the campaign progresses over the term of thenegotiations we will continue to fully flesh out plans in real time to correspond with political developments.

Finally, in our original proposal, we shared with you the basic metrics for how we plan to measure recruitment andengagement during the next nine months through public activities, as well our social media growth.

We would be happy to further expand on the training, recruitment, milestones, or metrics beyond that which I wrote above. Should you have additional questions, please direct and focus me towards areas which you think require further more elaboration.

Best,
Tal

Am 30. 2013 אוק um 08:01 schrieb "Dastin-van Rijn, Michele"
[redacted]
Tal - my only concern with using US-based grassroots organizers is that they try to transplant their model here. Although there are

Confidential Treatment Requested By PeaceWorks Network Foundation

similarities in our demographics, I believe you will need someone who really understands the mindset and the public here. I imagine you can get some of that from doing focus groups, but even determining what to bring to these focus groups requires a real feel for the audiences. I imagine you have given this a lot of thought.

Michele Dastin-van Rijn
Cultural Attaché
U.S. Embassy Tel Aviv

One Ben Yehuda Street
Tel Aviv 61261 ISRAEL

[redacted]

Website YouTube Twitter Facebook

From: Tal Harris - OneVoice IL [[redacted]]
Sent: Tuesday, August 20, 2013 10:21 PM
To: Dastin-van Rijn, Michele
Subject: Grassroots organizing

Hello Michelle,
Thank you for the invitation for Thursday - I have put it in my schedule!

In response to the question you've asked me this morning about grassroots organizing - the consultants we are considering are from "270 Strategies". We have been talking for a while now and are keen to work together. Their bios can be found here:
http://www.270strategies.com/who-we-are.

Best,
Tal Harris - Executive Director
One Voice Israel
[redacted]
www.onevoice.org.il
www.facebook/kol.echad
twitter @OneVoiceIsrael
<image001.jpg>

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00001243

U.S. DEPARTMENT OF STATE - PRODUCED TO HSGAC ONLY; NOT AUTHORIZED FOR PUBLIC RELEASE
RESPONSIVE TO PORTMAN/MCCASKILL LETTER REQUEST OF MAY 22, 2015

OneVoice Israel Campaign to Support the Negotiations

U.S. DEPARTMENT OF STATE - PRODUCED TO HSGAC ONLY; NOT AUTHORIZED FOR PUBLIC RELEASE
RESPONSIVE TO PORTMAN/MCCASKILL LETTER REQUEST OF MAY 22, 2015

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RESPONSIVE TO PORTMAN/MCCASKILL LETTER REQUEST OF MAY 22, 2015

OneVoice Israel Campaign to Support the Negotiations

Executive Summary

The PeaceWorks Network Foundation and OneVoice Movement, an Israeli-Palestinian parallel grassroots initiative promoting a two-state solution, is the 501(c)(3) international parent non-profit of OneVoice Israel (OVI). OVI requests a $332,098 grant from the U.S. Government for a highly visible grassroots and media campaign designed to provide greater public support for the renewed talks between Israel and the PLO - a critical precondition for their success.

The recently announced resumption of negotiations after a three year hiatus presents a significant opportunity to leverage this moment and OneVoice's capacity towards a truly historic goal. Secretary Kerry's recent advancements in bringing Israelis and Palestinians together requires a sustained and imaginative campaign if real compromise – and an end to the conflict – is to be achieved. As President Obama stated in his historic speech in Jerusalem earlier this year, "political leaders will never take risks if the people do not push them." Alarmingly, the renewal of talks has been met with dangerous levels of apathy, cynicism, and disinterest amongst key constituencies while facing pushback from those within Israeli society who oppose two states and seek to delegitimize negotiations. OneVoice aims to counter this reality by establishing the political climate necessary for the creation of two states for two peoples.

OVI will increase Israeli public support and political participation over the next nine months by engaging in civic mobilization with a coalition of other peace NGOs, thus creating a gradual shift in public opinion over the course of three stages, of which the US Government is asked to partner and fund personnel costs as well as grassroots activities. We will harness our organizational assets through a three-pronged approach: sophisticated and novel **media strategy**; widespread and visible **grassroots** activity; and bolstering of our efforts from our established network of **elite influencers and trusted public figures**. As part of our long-term strategic plan to ensure program viability, we will employ the use of focus groups to test our language and messaging, alongside interviews and consultations with top-level Israelis including, but not limited to, Gidi Greenstein, Gabi Ashkenazy, and former Prime Minister Ehud Olmert.

This campaign will utilize OVI's substantial track record of innovative **media strategy** in its initial phase. In 2011, OVI and the creative agency The Brief were award-winning campaigners in this space[1] and co-recipients of the Effie Award for their "Imagine 2018" campaign. Together, OVI and The Brief will develop a media strategy that focuses on the net benefits of a resolution, the presence of a partner on the other side, and the feasibility of a deal when juxtaposed with Israel's achievements to-date. To further captivate a broad audience, we will partner with notable humourist Mika Almog to produce clever, funny, and satirical videos and memes that will act as a lynchpin to our creative media campaign. Past productions during the recent Israeli elections demonstrated a clear knowledge of best practices – our viral video[2] was viewed 500,000+ times in just a few short weeks.

Our second phase involves OVI's **grassroots** capacity and expertise. OVI has a national network of eight chapters, with four regional coordinators who oversee hundreds of activists located on university

[1] http://blog.onevoicemovement.org/one_voice/2011/07/onevoice-israel-wins-national-effie-award.html
[2] http://news.yahoo.com/voter-turnout-push-could-challenge-israeli-leader-19S155086.html

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campuses across the country. These grassroots chapters allow us a campaign with resonance and visibility, as activists physically manifest our message in their community, addressing a commonly encountered scepticism within Israeli society of "top-down" peace activism. Recent accomplishments, such as our roundtable series[3], illustrate OVI's ability to reach thousands of Israelis directly through creative grassroots mobilization.

Our final strategic phase centers on OVI's first-class network of **elite influencers and trusted public figures**. As we ask Israelis to take serious risks in order to achieve peace, the backing of these trusted national figures is essential; particularly as those opposed to two states seek to increasingly define themselves as keepers of the nationalist flame. OVI has the support of key influencers within the security elite, including former IDF Chief of Staff Gabi Ashkenazi, former Shin Bet Head Yuval Diskin, Gen. Danny Rothschild, and former Deputy Defence Minister Ephraim Sneh. On the political level, our Caucus for Ending the Arab-Israeli Conflict[4] has 40 Members of Knesset (MK) from both opposition and governing parties who fully support our activities and vision. Furthermore, we also have the backing of dozens of former MKs and ministers, including the aforementioned former Prime Minister Olmert. These celebrated figures will lend visibility, credence, and centrality to this campaign, ensuring that our efforts permeate society at-large and are taken seriously at the very highest levels.

The total estimated budget for the OneVoice Israel Campaign is $634,036. In an effort to show our commitment, dedication, and belief in the efficacy of this proposed initiative and partnership with the U.S. Government, OneVoice will cover all other than personnel (OTP) costs associated with the PR & Advertising component of this campaign, totaling $301,938. Funding from the U.S. Government in the amount of $332,098 will combine with financial support provided by our international offices. In addition, we will also enlist our network of funders, including the Rockefeller Brothers Fund, with whom we have partnered with since 2002. We are grateful for your important consideration of support in our shared mission of promoting an end to the Israeli-Palestinian conflict.

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[3] http://www.prnewswire.com/news-releases/onevoice-israel-to-host-roundtable-peace-initiative-212040181.html
[4] http://www.thedailybeast.com/articles/2013/05/20/the-arab-peace-initiative-makes-its-way-to-the-knesset.html

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OVI Campaign to Support the Negotiations

Project Background and Narrative

The OneVoice Movement greatly appreciates MEPI's consideration of support at such a critical point in the peace process. Since 2002, OneVoice has engaged with tens of thousands of young people, inspiring participation in grassroots activism to promote a peaceful end to the Israeli-Palestinian conflict via a two-state solution. Our theory of change—namely that the citizenry have an active and crucial role in conflict resolution, and have heretofore been a missing piece in that process—has never seemed more apposite than it does right now. This proposal, when funded, will leverage OneVoice's capacity, track record, and nationalist credentials to take advantage of the opportunity afforded by the impending negotiations, incubating popular support for a deal, thus both increasing the respective leaders capacity to reach a deal and ensuring the sustainability of this agreement through the buy-in of the people.

The PeaceWorks Network Foundation and OneVoice Movement, an Israeli-Palestinian parallel grassroots initiative promoting a two-state solution, is a 501(c)(3) international nonprofit with offices in New York City. OneVoice Israel (OVI) and OneVoice Palestine (OVP) are locally registered independent NGOS working in parallel in Israel and Palestine respectively. Each works within the same political parameters—namely our common message supporting a two-state solution, negotiated by our activists, and in line with stated US policy on this issue — running parallel programming and campaigns, but using language and motivation in each society that reflects the nationalistic self-interest of their own respective narrative. At a time when a majority of both Israelis and Palestinians cite lack of good faith in the intentions of the "other" as a prime reason for doubting the viability of any peace process, OneVoice's parallel structure—visibly demonstrating the presence of a partner on the other side of the Green Line—is a unique and highly potent asset in any effort to dispel cynicism and infuse negotiations with grassroots support.

Since its inception, the OneVoice Movement has boldly undertaken a grassroots approach that engages Israelis, Palestinians, and internationals in ending the conflict through a two-state solution. Our youth-led movement aims to forge consensus for conflict resolution and amplify the voices of Israelis and Palestinians in their own societies as well as in the international community. The movement champions parallel programming that operates in both Israel and Palestine, and mobilizes the moderate majority to demand accountability, an end to the occupation, and a two-state solution from their leaders.

The purpose of this request is to seek funding for the personnel and supporting tools necessary to mount a highly visible parallel campaign across several key platforms, harnessing OneVoice's existing grassroots networks, social media capacity, and over ten years of campaigning experience to strengthen negotiations and the respective leaders, thereby increasing the chances that a deal can be reached.

This proposal is the first of two parts, focused on the Israeli component of the proposed action. The proposal for the Palestinian component was submitted to MEPI's East Jerusalem office on August 2, 2013.

Need

OneVoice's mission is to end the Arab-Israeli conflict by bringing about the reality of two states for two peoples. Achievement of that reality necessitates the creation of political conditions that enable elected representatives—each in their own way politically weak at this present moment-- to feel sufficiently empowered and propelled by their citizenry to negotiate the painful compromises inherent in any agreement.

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President Obama's historic speech in Jerusalem in March 2013 perfectly encapsulates the need that this proposal is designed to address, and the core ethos of OneVoice:

> "That is where peace begins – not just in the plans of leaders, but in the hearts of people; not just in a carefully designed process, but in the daily connections, that sense of empathy that takes place among those who live together in this land, and in this sacred city of Jerusalem. And let me say this as a politician, I can promise you this: **political leaders will never take risks if the people do not push them to take some risks. You must create the change that you want to see. Ordinary people can accomplish extraordinary things**."

In Israel, there is a large but latent majority that supports the principle of two states. Yet they are skeptical about the chances of achieving such an agreement, largely due to mistrust of the intentions of Palestinians and their leaders, and due to a misguided belief that forces opposed to two states within their own society are more numerous and representative than they in fact are. These flawed perceptions serve to demotivate ordinary Israelis, instilling cynicism and passivity rather than determination and activism.

Our proposed activity aims to counter those two perceptions with our key demographic—Israeli youth—and so generate a call to action that turns passive acquiesce into active support for the leaders, for negotiations, and for the desired destination of two states within the nine month framework for negotiations articulated by Secretary Kerry.

Meeting the Need

OneVoice intends to harness three critical assets (media content, grassroots activity, and our network of elite influencers) in order to mount a nine month campaign that sustains and builds support for negotiations, countering the opposition that is anticipated from the relatively small—but extremely determined and well-resourced forces within Israeli society who are committed to destroying the nascent efforts to negotiate a solution. The media campaign will provide the backdrop within which the other two components operate. It will set the terms within which we will work and frame the debate in such a way as to encourage popular involvement in the process as well as a sense that a deal is realizable—much more realizable than many maintain, in fact—but only if the citizenry play their part and demonstrate that they support their leaders in making tough decisions and taking the risks that are necessary to ensure that the long term future of Israel as a Jewish and democratic state is protected, and a new chapter in Zionism is opened. The grassroots activities will demonstrate to the primary beneficiaries (the participants) that they can in fact make a difference, increasing enthusiasm and a sense that the wind is a their backs, with calls to action that are both realizable and worthwhile; whilst the secondary beneficiaries (those thousands that witness such activities, and are exposed to the narrative and momentum) will see that the negotiations and the popular support that sustains them are gaining momentum, encouraging a sense of possibility and reducing the fatalism and cynicism that has dogged efforts to-date. Finally, the leveraging of elite voices who are respected in the fields of politics, media, and most importantly security, will reassure those who harbor doubts about the wisdom of pushing for an agreement, providing affirmation and positive reinforcement to the overall message that the campaign seeks to embed within the Israeli discourse. The other critical element, which only OneVoice can choreograph, is the presence of a parallel and mutually reinforcing campaign in Palestine which will effectively counter the "no partner" narrative, demonstrating a grassroots movement on the other side of

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the Green Line that seeks precisely the same outcome from negotiations, for its own self-interested reasons.

1. Media Campaign

Throughout its ten year history, OneVoice has mounted several notable campaigns on a national scale, reaching hundreds of thousands of citizens and demonstrating a capacity to frame the terms within which national debate is taking place. During the recent Israeli elections, OVI mounted a campaign that saw a viral video urging Israelis to "wake up" and vote for parties that supported two states garner over 500,000 views in under one month, coupled with "mock ballots" held in over 20 locations, and 8 public meetings reaching over 2,000 people—demonstrating the online/offline connectivity that OneVoice specializes in. OneVoice Israel's Facebook page has over 22,000 fans, making it one of the largest pages devoted to activism for two states while serving as a "hub" for campaign related content and calls to action. Israeli youth are some of the most active Facebook users in the world, and OVI has developed a sophisticated and highly successful approach to using this platform to seed its message, encourage activism, and build momentum and enthusiasm for two states.

OneVoice has also developad a close collaborative working relationship with one of Israel's most dynamic and creative public affairs and advertising agencies, The Brief, who we have already been consulting with on the creative strategy for this campaign. OVI and The Brief were the joint recipients of the prestigious Effie Advertising Award in 2011 for the groundbreaking "Imagine 2018" campaign, and have together collaborated on successive campaigns that have garnered widespread impact and accolades.

The strategy will focus on demonstrating the net benefits of a peace deal for ordinary citizens; the presence of a partner (via OVP's parallel campaign, which we will be constantly communicating highlights of to our Israeli audience) and, crucially, the feasibility of a deal when juxtaposed with Israel's achievements to-date. This last message is of critical importance, playing as it does on Israelis' justified sense of achievement in the short history of the state, the strong sense that Zionism can meet the challenges it is presented with, instilling within the younger generation a sense of obligation: their predecessors established the state; fought successive wars for its survival; and built a thriving culture and economy in a challenging environment. This challenge—achieving a comprehensive peace with Israel's neighbors—is *their* generation's responsibility and obligation, and it is within their reach. Whilst this message plays to the national pride and sense of personal commitment to Zionism and its sustainability that is prevalent within the vast majority of Israeli society, our core audience—young Israelis—are also very receptive to humor, satire and creativity. That is why, in addition to the creative resources of the Brief, OVI will be drawing upon the skills of celebrated humorist and satirist and OVI board member Mika Almog. Mika and The Brief will together collaborate on a series of quirky and funny viral videos that will generate a buzz around negotiations and the citizen's obligation and responsibility to support them. This will also drive ever-more people to OVI's Facebook "hub" where they will be exposed to OVI's messages, calls to action, and news of events, demonstrations and "happenings" organized by our national grassroots networks (see below). This provides a mechanism that can turn a view of a video or a "like" on Facebook into presence at a more substantive and less virtual level, manifesting a stakeholder's support for two-states; again demonstrating our vision of turning passive support into active engagement.

Our strategy also involves a substantial investment in radio, television and newspaper advertisements to be covered in-full as part of OneVoice's cost-share (see Annex 1 & 2). This investment in advertisements will ensure that the message conveyed is consistently framed across different platforms, forming a very

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significant vector of how the Israeli public perceives the negotiations while countering the negativity that will likely be emanating from other quarters. The content across each platform will be carefully coordinated, with the frequency calibrated to form inflection points that relate closely to the grassroots mobilizations detailed below. We will additionally implement feedback provided by focus groups to ensure effective and quality messaging. Importantly, whilst the youth of Israel (16-30) are our primary target, the breadth of this campaign will ensure that a much wider constituency of Israelis are engaged so that the national conversation we initiate reaches a broad segment of Israeli society (see metrics blow).

We have attached an early presentation from The Brief (Annex 3) to demonstrate the sort of ideas and approach that is currently in progress. OneVoice will leverage an existing network of donors to fund all other than personnel (OTP) PR and advertising costs associated with this proposal.

2. Grassroots

OneVoice's grassroots programming is aimed at educating and mobilizing young Israelis and Palestinians, equipping them with the skills necessary to play an active role in conflict resolution, and providing them with forums and avenues to demonstrate those skills to their respective societies. Our grassroots programming also works to solidify ties between the political leadership and the people, whilst simultaneously bridging trust between Israelis and Palestinians as they work together through parallel programming on a shared goal of two states.

The Youth Leadership Program (YLP) trains promising young Israelis and Palestinians to become engaged grassroots activists and provides a critical constructive outlet for the current youth frustration stemming from the existing political status quo. Emphasis is placed on participants gaining the skills to become successful political advocates for a two-state solution, who mitigate conflict at the grassroots level by mobilizing the moderate non-violent majority in their communities. Youth Leaders spearhead unique activities – from town hall meetings that build consensus for tough compromises, to public awareness campaigns that underscore the urgency of a peace agreement, to initiatives that pressure leaders to take constructive action to move the peace process forward. The program operates in 26 chapters; 18 in Palestine and 8 in Israel, and has been the recipient of numerous international awards.

OneVoice Israel has a national network of eight chapters, with hundreds of activists located on university campuses across the country, and four local regional coordinators (North, South, Central and Jerusalem) responsible for overseeing activism within their respective catchment area. These grassroots chapters allow us a campaign with resonance and visibility on conventional and social media to serve as a springboard and backdrop, taking it to the streets, campuses and public forums. This allows people to see the message we are generating online and in the news physically manifested in their community, addressing a commonly encountered skepticism within Israeli society of "top-down" peace activism and activity.

OVI has built up ten years of experience in such activities, mobilizing tens of thousands of Israelis using creative and engaging means. Some recent successes include:

Roundtables for Two States

In late 2011, and again in the summer of 2013, OVI took the "speed-dating" concept and applied it to conflict resolution. Harnessing OVI's comprehensive network of politicians, public figures, and thought-leaders, OVI set up tables and chairs in public squares, and at each table sat one expert or public figure,

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discussing one aspect of the conflict and how it could be resolved. In this way, young people could skip between tables, meet a figure they may know from TV, and find out about key issues; emerging from an hour or two at the event with a comprehensive understanding of the conflict—and what *they* could do to help end it. This forum engaged 1,000 people in Tel Aviv in autumn 2011, and 2,000 across Israel in summer 2013.

Tel Aviv Ice Wall

In August 2102, hundreds congregated in Rothschild Boulevard around a massive ice wall, symbolizing the "freeze" in peace talks and containing posters with information on dozens of under-funded social programs in Israel, as the government pours money into conflict management rather than resolution. The event urged Israelis to "unfreeze" the political stalemate with Palestinians so that resources could be instead channeled toward popular national priorities like health, education and transport, allowing Israelis to benefit from a "peace dividend". Singers Noa (Achinoam Nini) and Mira Awad, MKs Avishay Braverman, Nitzan Horowitz, Akram Hasoon, Dov Khenin and Raleb Majadele, and Ambassadors Ilan Baruch, Alon Liel and Daniel Shek, among others, participated in the headline-grabbing event, which involved collaboration from the #J14 movement, synonymous with Israel's social protest.

These are just a couple of snapshots that illustrate the creative capacity of OVI as well as the ability to mobilize large numbers of Israelis to take to the streets and demonstrate their desire for two states and their support for their leadership to take brave steps in negotiations to achieve that end. The context of negotiations, the background of a highly visible media campaign with which it is coordinated, as well as greater financial resources afforded by MEPI's support, should allow OVI to mobilize even more citizens than OVI already brings together with its campaigns, getting greater numbers of Israelis onto the streets than ever before and providing a genuine engine of support for Secretary Kerry's efforts within Israeli society. Our aim is to sequence such events throughout the period of negotiations (see budget narrative) mobilizing thousands of Israeli to take to the streets and join fun, creative and engaging "happenings" across the country that demonstrate to their peers and to the leadership that there is a majority supporting two states, that they back their leadership in the negotiations, and that they are willing to stand behind the compromises necessary to deliver a deal. Many of these events will coincide with parallel mobilizations in Palestine, which we will be able to screen live at the events and on social media, showing the presence of a partner and so countering the most prevalent concern that most young Israelis express when hesitating to play a role in conflict resolution. We are in the process of cultivating a comprehensive grassroots strategy. A timeline with creative contents will be available following further consultations with our Youth Leadership team and The Brief. OneVoice has excelled in recent years and become a leader in grassroots strategy, as seen in the aforementioned successful examples above.

3. Elite Support of Key Influencers:

OneVoice Israel has built a critical network of influencers and public figures that can be mobilized to lend their weight to both the media and grassroots components mentioned above. When Israelis are being asked to take serious risks in order to achieve peace, the support of these trusted national figures is essential; particularly as those opposed to two states seek to increasingly define themselves as keepers of the nationalist flame. OVI has the support of key influencers within the security elite, including people like former IDF Chief of Staff Gabi Ashkenazi, former Shin Bet Head Yuval Diskin, Gen. Danny Rothschild, and former Deputy Defense Minister Ephraim Sneh. On the political level, our Caucus for a Two-State Solution has 40 Members of Knesset from both opposition and governing parties who fully support our activities

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and vision, and we also have the active support of dozens of former MKs and ministers, including former Prime Minister Olmert. All of these political resources can be mobilized as part of the campaign, where necessary. International figures such as Quartet Envoy Tony Blair, EU Special Representative Andreas Reineke, Former US Envoy George Mitchell, Former EU President Hans Poettering and former UK Foreign Secretary David Miliband have all spoken at our events, and we have key US figures Dennis Ross and Thomas Pickering on our International Board of Advisors.

Within the important field of media, we have substantial contacts within the journalistic field in both print and TV in Israel, and have seen media appearances and mentions grow substantially over the last twelve months, averaging 50 pieces per annum. We regularly (and discreetly) bring groups of top-level Israeli journalist to the West Bank on carefully managed tours, allowing them to meet both grassroots activists and political leaders. We have engaged international figures like Brad Pitt, Jason Alexander and Mohammed Ali, whilst Sir Paul McCartney sits on our International Honorary Board, and has previously done significant media work for us in Israel, as well as writing to President Obama on our behalf.

Metrics for Success:

Based upon our previous campaigning experience, and the political trends that we believe we can take advantage of should the negotiations last the proposed nine months, we believe we can:

- Engage 150,000- 200,000 Israelis through signatures/other calls to action (online and offline)
- Garner 80,000- 100,000 Facebook "likes", demonstrating a critical mass of young Israelis engaging with the campaign and showing support for negotiations.
- Circa 3million Israelis engaged in the campaign and its message via billboards, advertisements and PR derived from news coverage

Notable Achievements and International Capacity

Over the past 10 years, OneVoice's award-winning methodology has proven its capacity to build a network of human infrastructure to implement successful grassroots campaigns and youth leadership training in Israel, Palestine, and on the global stage. These parallel movements combine to create powerful synergy, which was recognized in 2009 with OneVoice's receipt of the UN Alliance of Civilizations Intercultural Innovation Award. OneVoice has additionally received the Artists' and Humans' Project Cultural Achievement Award; the 2004 World Association of NGOs Peace, Reconciliation, and Security Award; the 2005 King Hussein Humanitarian Leadership Prize presented by former President Jimmy Carter; and the 2008 Skoll Award for Social Entrepreneurship. OneVoice has consistently demonstrated successful management of grant funding, an example of which is the $1million Skoll Award, which resulted in an additional $150,000 in follow-up funding as recognition of the achievements within the term of the initial grant.

Regarding international communication during this campaign, we have retained the services of Peter Dao and his team to help coordinate effective media management, in addition to our in-house communications team in both New York and London. We have also contracted the services of "One Hundred Years," one of the US' most creative and well-regarded creative web developing agencies to rebuild our international website during the term of this proposed grant.

Our CEO, former Ambassador Marc Ginsberg, has decades of media, political and public affairs experience, serving as Deputy Senior Adviser to the President of the United States for Middle East Policy

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(1978–1981), Legislative Assistant to Senator Edward Kennedy (1970–1977), contributing regularly to CNN, MSNBC, BBC, Al Arabiya, CBC and Fox News, and is the senior vice president of APCO Worldwide and president of Layalina Productions, Inc. He also served as Deputy Press Secretary for Foreign Media in the 1992 Clinton Presidential campaign and in 2000 was Al Gore's co-coordinator for national security in his presidential campaign.

Conclusion

The OneVoice Movement urgently seeks the support of the US Government to scale up our work in Israel, and launch an ambitious and nationwide campaign to support the efforts of Secretary Kerry.

The budget for the projected scope of work above, involving a sustained and highly visible campaign across Israel for duration of nine months is **$634,036.** We believe that this level of expenditure will allow us to effectively penetrate a crowded media environment, effectively conveying our message, as well as equipping and mobilizing thousands of Israelis via a call to action that demonstrates their numerical weight and commitment to the process that Secretary Kerry has brokered. OneVoice is requesting a contribution of **$ 332,098** from the US Government to cover all expenditures excluding those attributed to other than personnel (OTP) costs for the PR and advertising segment of this proposed initiative. OneVoice is committed to providing the remaining **$301,938**from existing reserves and donors.

Please also see Annex **1** (Budget) and Annex 2 (Budget Narrative) for a further elaboration on the specificities of our proposed scope of work, and an explanation of the proposed chronology.

The announcement of a resumption of negotiations after a three year hiatus has energized and mobilized our staff and activists. We, like the State Department, the staff in MEPI, and all those committed to two states, an end to the conflict and comprehensive peace between Israel, Palestine and the rest of the region recognize that there may not may not be many more opportunities for bilateral negotiations such as these; nor for ambitious, creative and parallel campaigns to support them. We sincerely hope that MEPI will see the merit in the approach outlined above and provide funding to contribute to the execution of this campaign for the duration of the negotiations.

Thank you,
The OneVoice Movement

Contact:

Ambassador Marc Ginsberg
CEO, OneVoice Movement
[redacted]

John Lyndon
COO, OneVoice Movement
[redacted]

For a comprehensive account of previous OneVoice campaigns and initiatives please see:

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Annex I - **BUDGET FOR OVI CAMPAIGN TO SUPPORT THE NEGOTIATIONS**

ONEVOICE ISRAEL CAMPAIGN	Unit of Measure	Unit Costs	# of Units	Totals
GRASSROOTS CAMPAIGN				
Personnel				
Project Manager (1) - OneVoice Executive Director	month	$ 3,000	9	$ 27,000
Regional Coordinators				
Northern Regional Coordinator	month	$ 1,000	9	$ 9,000
Southern Regional Coordinator	month	$ 1,000	9	$ 9,000
Central Regional Coordinator	month	$ 1,000	9	$ 9,000
Jerusalem Regional Coordinator	month	$ 1,000	9	$ 9,000
Canvassing Team - stipends	month	$ 4,000	9	$ 36,000
Admin/Data Entry Support (35% of Program Assistant)	month	$ 1,000	9	$ 9,000
Grassroots Organizing Consultant	one time fee	$ 20,000	1	$ 20,000
Fringe Benefits @ 12%	month	$ 1,440	9	$ 12,960
Total Grassroots Campaign Personnel				**$ 140,960**
Other Than Personnel (OTPs)				
Trainings & Briefings	month	$ 750	9	$ 6,750
Transportation	month	$ 750	9	$ 6,750
Communications - Cell Phones, Data Usage	month	$ 500	9	$ 4,500
Accommodations & Refreshments for Meet Ups & Special Events	month	$ 1,500	9	$ 13,500
A/V Tools	month	$ 1,000	9	$ 9,000
Documentation	month	$ 1,000	9	$ 9,000
Branded Materials - Hats, T-shirts, Pins, etc...	month	$ 1,000	9	$ 9,000
Printed Materials: brochures, banners, handouts	month	$ 1,500	9	$ 13,500
Total Grassroots Campaign OTPs				**$ 72,000**
GRASSROOTS CAMPAIGN TOTAL				**$ 212,960**
PR & ADVERTISING				
Personnel				
Project Manager (60% of OneVoice Media Coordinator's Time)	month	$ 1,800	9	$ 16,200
Admin Support (35% of Program Assistant)	month	$ 1,000	9	$ 9,000
PR Firm/Consultants	month	$ 3,500	9	$ 31,500
Fringe Benefits @ 12%	month	$ 336	9	$ 3,024
Total PR & Advertising Personnel				**$ 59,724**
Other than Personnel Costs (OTPs)				
Advertisement				
Radio Spots	month	$ 3,500	9	$ 31,500
Newspaper Ads	month	$ 6,500	9	$ 58,500
Web Banner Ads	month	$ 7,500	9	$ 67,500
Billboards, Public Banners	month	$ 6,000	9	$ 54,000
TV Ads/PSA's	month	$ 6,500	9	$ 58,500
Focus Groups	month	$ 549	9	$ 4,938
Viral Video Production				
Filming	short video	$ 2,500	3	$ 7,500
Editing	short video	$ 2,000	3	$ 6,000
Seeding & Distribution	short video	$ 4,500	3	$ 13,500
Total PR & Advertising OTPs				**$ 301,938**
TOTAL PR & ADVERTISING				**$ 361,662**
Social Media				
Personnel				
Project Manager (40% of OneVoice Media Coordinator's Time)	month	$ 1,200	9	$ 10,800
Admin & Data Analyst (30% of Program Assistant)	month	$ 850	9	$ 7,650
Fringe Benefits @ 12%	month	$ 246	9	$ 2,214
Total Social Media Personnel				**$ 20,664**
Other than Personnel Costs (OTPs)				
Mini-Site				
Design	one time fee	$ 8,500	1	$ 8,500
Hosting	month	$ 750	9	$ 6,750
Facebook Application				
Design	one time fee	$ 10,000	1	$ 10,000
Social Media Ads	month	$ 1,500	9	$ 13,500
Total Social Media OTPs				**$ 38,750**
TOTAL Social Media				**$ 59,414**
TOTAL CAMPAIGN PERSONNEL COSTS				**$ 221,348**
TOTAL CAMPAIGN OTPs COSTS				**$ 412,688**
TOTAL ONEVOICE CAMPAIGN				**$ 634,036**

Cost Sharing

MEPI Funding	$	332,098
OneVoice Funding	$	301,938

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Annex 2: Budget Narrative

BUDGET NARRATIVE

The OneVoice Israel campaign is designed to engage and mobilize Israeli moderates to actively support the two-state solution and the resumption of negotiations. The campaign will last for 9 months or as long as the negotiations are taking place.

For almost a decade, OneVoice Israel has worked to build a robust grassroots infrastructure using innovative campaigns and programming to appeal to the enlightened self-interest of Israelis across a diverse spectrum of affiliations. OneVoice's network is made up of hundreds of Youth Leaders who serve as the volunteer core for all initiatives. These activists are a core asset for OneVoice, enabling the organization to run nimble and cost-effective campaigns.

The proposed campaign has three parallel tracks. The first is a combination of Public Relations, Advertising, and Social Media. The second involves a robust, scalable and highly visible grassroots campaign. The third, which is cost-neutral and augments the impact of the other two tracks, involves the seeding in of elite influencers and respected voices to reinforce the message and momentum produced via the grassroots and media work. The online and offline aspects of this campaign run in complement and are mutually reinforcing.

Grassroots Campaign

OneVoice will leverage its in-house staff and expertise to develop, manage and execute a grassroots engagement campaign across Israel.

i. Personnel Costs:

Project Manager:

50% of the OneVoice Executive Director's time will be dedicated to overseeing this campaign.

$3,000 x 9 months = $27,000 (50% of Executive Director's Salary)

Regional Coordinators:

Additionally, trained regional coordinators located in the North, Center, South and Jerusalem Area will serve as field organizers and liaisons orchestrating the canvassing component of this campaign. Each coordinator receives $1,000 per month.

$1,000 x 4 Coordinators x 9 months = $36,000

Canvassing Team:

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The regional coordinators will each oversee a team of 10 local volunteers. These volunteers, who will be made up of the best and brightest of OneVoice's Youth Leadership Program will receive monthly stipends of $100 to cover basic costs. Because these volunteers come from within the OneVoice Movement they are driven activists who are passionate and motivated to do this work. The stipend is to cover basic costs.

$100 x 4 Regions x 10 Canvassing Volunteers x 9 months = $36,000

Admin / Data Entry Support:

Administrative support and data entry will be provided by OneVoice Israel's Program Assistant. The position will dedicate a portion of their time (35%) to support the grassroots outreach, ensuring signatories, recruits, new members are properly entered into the database. The Program Assistant will divide his/her time across the other campaign activities, this way he/she will have full visibility of various aspects of the campaign and enable a comprehensive approach to data/volunteer management.

$1,000 x 9 months = $9,000 (35% of Program Assistants Salary)

Given the ambition and importance of this campaign to support the resumption of negotiations, OneVoice will identify a best in class grassroots organizing consultant to provide strategic guidance. We are exploring firms from the US and from within the Region to bolster our campaign. The training would likely be based on a lump sum fee, working alongside the organization for the duration of the campaign.

$20,000 – One time lump sum fee

Fringe Benefits are calculated at 12% of salaried positions. These benefits are not applied to consultants or outside firms.

Grassroots Personnel Costs $12,000 x 12% = $1,440 x 9 months = $12,960

Total Personnel Costs for full Grassroots Campaign are approximately $130,960.

ii. Other than Personnel (OTPs) Grassroots Costs:

Trainings & Briefings: OneVoice will hold regular briefing forums at the local Tel Aviv headquarters to provide clear directives and communications talking points for all Regional Coordinators and key canvassing staff. The venue costs are absorbed into the larger OneVoice organizational budget. The $750 per month will cover materials, coordination, refreshments and other miscellaneous costs.

$750 x 9 months = $6,750

Transportation and Communications refer directly to the costs incurred by the grassroots organizers and volunteers to facilitate their outreach.

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Annex 2: Budget Narrative

$750 transportation cost x 9 months = $6,750
$500 communications x 9 months = $4,500

Accommodations & Refreshments for Meet Ups & Special Events:

In order to effectively create forums that will engage a variety of people, these special events will bring together captive audiences who wish to learn more about the OneVoice campaign. Costs are modest, they cover basic rental and simple refreshments. Many of these meet ups will take place in public areas as well as on University Campuses where OneVoice has local chapters and deep ties.

$1,500 x 9 months = $13,500

A/V Tools:

Compelling PowerPoint presentations, creative videos and other visual tools will be used by organizers to communicate the vision and call to action of the OneVoice campaign. This cost will range from projector rental to sound equipment.

$1,000 x 9 months = $9,000

Documentation:

OneVoice will work to capture the grassroots work in real time. Using citizen journalism as well as a professional team, OneVoice will photograph and video record the campaign to demonstrate momentum and progress. These costs will the hardware and technology management needed to manage documentation.

$1,000 x 9 months = $9,000

Branded Materials:

In order to effectively demonstrate the growth and momentum of public support for the negotiations, a consistent visual brand will be used. Hats, T-shirts, and pins are among some of the materials that will be created to capture this brand.

$1,000 x 9 months = $9,000

Printed Materials:

Distribution of physical materials – brochures, banners, handouts, stickers – will further demonstrate the growth and momentum of public support for the negotiations. Costs will include design and printing.

$1,500 x 9 months = $13,500

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Annex 2: Budget Narrative

Other than Personnel Costs for the grassroots campaign amount to approximately $8,000 per month. Totaling $72,000 for the 9 month campaign.

Total Grassroots Campaign OTPs costs for the duration of the campaign are $212,960.

PR & Advertising

The PR & Advertising component of the OneVoice Campaign will at once strengthen and be strengthened by the grassroots canvassing initiatives taking place across the country.

i. Personnel Costs:

Project Manager:

OneVoice's Media Coordinator will divide their time overseeing the PR & Advertising work as well as the social media activities. 60% of his/her time will focus on PR & Advertising.

$1,800 x 9 months = $16,200 (60% of OneVoice Media Coordinator's Salary)

Administrative Support:

The Program Assistant will divide his/her time across the other campaign activities, this way he/she will have full visibility of various aspects of the campaign. The position will dedicate a portion of their time (35%) to support the PR & Advertising work.

$1,000 x 9 months = $9,000 (35% of Program Assistants Salary)

PR Firm/ Consultants:

The Brief, an award-winning Israeli creative marketing team, will work as partners with OneVoice Israel to oversee strategy and liaise with third party media vendors. OneVoice has worked closely with The Brief before. In 2010, a collaboration between the two organizations was recognized with an Effie Award for their effective marketing and advertising campaign – Image 2018, http://blog.onevoicemovement.org/one_voice/2011/07/onevoice-israel-wins-national-effie-award.html

There will be a monthly retainer of $3,500 which will cover all creative and PR related needs.

$3,500 x 9 months = $31,500

Fringe Benefits are calculated at 12% of salaried positions. These benefits are not applied to consultants or outside firms.

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Annex 2: Budget Narrative

PR & Advertising Personnel Costs $2,800 x 12% = $336 x 9 months = $3,024

Total Personnel Costs for PR & Advertising Campaign are approximately $59,724.00.

ii. Other than Personnel Costs (OTPs) for PR & Advertising Campaign –

Advertisements:

Working across traditional and new media mediums – radio, printed newspaper, online, public billboards and TV outlets – OneVoice would both pay for and receive in-kind ad space to disseminate information, calls to action, and creative content to garner attention and support for the campaign.

Radio Spots	$3,500 x 9 months = $31,500
Newspaper Ads	$6,500 x 9 months = $58,500
Web Banners	$7,500 x 9 months = $67,500
Billboards, Public Banners	$6,000 x 9 months = $54,000
TV Ads	$6,500 x 9 months = $58,500

Focus Groups:

Feedback provided by focus groups will ensure quality and effective campaign messaging.

Focus groups	$548.61 x 9 months = $4,937.50

Viral Video Production:

A cornerstone of the PR & Advertising campaign will include the creation of unique video content, using the real work of the grassroots organizers, as well as catchy, youth orientated viral videos produced in consultation with both The Brief and Mika Almog. 3 videos will be created using a combination of humor, sobering what if storytelling and other ingredients to convey the importance of supporting the resumption of negotiations.

Filming per video	$2,500 x 3 videos = $7,500
Editing per video	$2,000 x 3 videos = $6,000
Seeding & Distribution	$4,500 x 3 videos = $13,500

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Annex 2: Budget Narrative

Total Other than Personnel (OTPs) Costs for PR & Advertising is approximately $33,548.66 per month, for 9 months totals $301,938.00.

The total for both Personnel and OTPs for the PR & Advertising component of this campaign is $361,662.

Social Media:

Social media provides a critical link between the grassroots and PR & Advertising components of this campaign. OneVoice Israel has very strong social media assets it has built since its inception, with a dynamic and rapidly growing Facebook page which will serve as the online fulcrum for activities.

i. Personnel:

Project Manager:

OneVoice's Media Coordinator will divide their time overseeing the Social Media work as well as the social media activities. 40% of his/her time will focus on Social Media.

$1,200 x 9 months = $10,800 (40% of OneVoice Media Coordinator's Salary)

Administrative Support:

The Program Assistant will divide his/her time across the other campaign activities, this way he/she will have full visibility of various aspects of the campaign and enable a comprehensive approach to data/volunteer management. The position will dedicate a portion of their time (05%) to support the Social Media.

$850 x 9 months = $7,650 (30% of Program Assistants Salary)

Fringe Benefits are calculated at 12% of salaried positions.

Social Media Personnel Costs $2,050 x 12% = $246 x 9 months = $2,214

Total Personnel Costs for Social Media are approximately $20,664

ii. Other than Personnel Costs (OTPs) –

Mini-site:

A landing page will be designed that contains all the key information about both the physical and virtual elements of the campaign. People will have access to background information, facts & figures and tools to engage their networks through this mini-site.

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Annex 2: Budget Narrative

One time design cost	$8,500
+ $750 monthly fee for hosting x 9 months = $6,750	
	$15,250

Facebook Application:

A complementary Facebook application, using similar skin to the mini-site will be created to leverage the social network that OneVoice currently has and will be used to grow it and build it further.

One time design cost $10,000

Social Media Ads:

Via Facebook, YouTube primarily as well as other social network hubs, creative ads will be used target individuals to engage them with the campaigns call to action of supporting a resumption of negotiations. The costs per month total $1,500.

$1,500 x 9 months = $13,500

Total OTPs Social Media costs for full campaign are approximately $38,750.

Total costs associated with the Social Media component of the full campaign are $59,414.

Total Budget and Cost Sharing

The total estimated budget for the OneVoice Israel Campaign is $634,036.00.

OneVoice will cover all costs associated with OTPs for the PR & Advertising component of this campaign, totaling $301,938, in an effort to show our commitment, dedication, and belief in the efficacy of this proposed initiative and partnership with the US Government. Funding from the US Government in the amount of $332,098 will combine with financial support provided by the US-based PeaceWorks Foundation and the UK-based charity OneVoice Europe. In addition, we will also enlist our network of funders, including the Rockefeller Brothers Fund, with whom we have partnered with since 2002.

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Annex 3- OVI's Brand & Track Record

TO: ANDREW RABENS – U.S. EMBASSY TEL AVIV

FROM: TAL HARRIS – EXECUTIVE DIRECTOR, ONEVOICE ISRAEL

CC: AMB. MARC GINSBERG

SUBJECT: ONEVOICE ISRAEL'S GRASSROOTS BRAND & TRACK RECORD OF IMPACT

DATE: AUGUST 12, 2013

Since its inception in 2002, OneVoice has focused on non-partisan activism aimed at galvanizing support from the mainstream, moderate majorities in both Israel and Palestine to support the creation of a two-state solution. Recognizing the importance of appealing to the nationalist self-interest of both peoples, OneVoice has engaged a diverse network of leaders across Israel's political spectrum to demand accountability towards the achievement of a two-state solution.

As you will note below, our appeal and the consensus-building nature of OneVoice's activities has attracted the support of major Israeli leaders from the Israeli military, its intelligence services, the religious establishment, and from Members of the Knesset from parties within the Coalition as well as many in the Opposition.

This support has been painstakingly earned by OneVoice Israel because it has consistently strived to establish itself as a broadly diversified and broadly supported movement whose vision and mission is to help establish a secure Israel at peace with an independent Palestinian State along the 1967 borders – a mission that appeals to a cross-section of Israeli voters and Israel's leadership despite the vociferous minority opponents of a two-state solution.

There is a plurality of influential voices within the OneVoice Israel network that demonstrates its unique cross-cutting appeal. Our supporters range from **Rabbi David Rosen**, Former IDF Chief of Staff **Gabi Ashkenazi**, **Ehud Olmert**, **Meir Dagan**, **Baruch Spiegel** and Former Shin Bet Head, **Yuval Diskin**. The Two-State Solution Caucus, which OneVoice Israel co-conceived with a former Youth Leaders, **Yoel Hasson** (an advisor to Ariel Sharon) in the last Knesset, was re-established in the current Knesset and is made up of Members of Knesset from Yesh Atid, Shas, Labor, Meretz, Ha'Tnua, Kadima and Hadash. It currently has over a third of the Knesset as members and supporters.

The activism that has defined OneVoice Israel's public brand is rooted in a mainstream nationalist ethos. From public initiatives in marginal areas such as Sderot to the establishment of a university chapter in the more conservative Bar Ilan University, OneVoice engages a broad coalition of Israelis, going well beyond the usual suspects. Whether it is speaking to former Gush Katif settlers or holding a town hall meeting at the Cinematheque in Tel Aviv, OneVoice

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Israel always remains steadfast in its messaging about how important and urgent a two-state solution is for the future of the State of Israel. This approach has enabled us to cut across partisan lines, form unprecedented coalitions and directly influence politicians as they engage with this critical issue.

Set forth below is the following information responsive to your request:

1. **A comprehensive list of supporters from across a wide spectrum of political affiliations;**
2. **Key programmatic milestones of OneVoice Israel activism since its inception, focusing closely on the past two years;**
3. **List of OneVoice Israel's Programmatic Partnerships.**

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LIST OF SUPPORTERS (Sample)

1. Mika Almog – Cultural influencer, screenwriter and columnist
2. Gabi Ashkenazi - Former IDF Chief of Staff
3. Gad Ben-Ari – Former Press Secretary to Former PM Yitzhak Rabin
4. Avishai Braverman – Labor MK
5. Meir Dagan – Former Director of Mossad
6. Yuval Diskin - Former Shin Bet Director
7. Gidi Grinstein – President & Founder, Re'ut Institute
8. Yoel Hasson – Kadima MK
9. David Meidan – Former Mossad Official
10. Shlomo Molla – Kadima MK
11. Former Prime Minister Ehud Olmert
12. Rabbi David Rosen – Member of OneVoice's Honorary Board of Advisors
13. General Danny Rothschild – President, Council for Peace & Security
14. Ephraim Sneh – Brigadier General (Ret.), Labor MK
15. Brigadier General Baruch Spiegel – Senior Counsel to OneVoice Israel
16. Dov Weissglass – National Security Advisor to Former PM Ariel Sharon

Members of The Caucus to Promote the Resolution of the Arab-Israeli Conflict in the 19th Knesset – co-founded by OneVoice Israel

1. Dr. Ronen Hoffman, Yesh Atid
2. Boaz Toporovsky, Yesh Atid
3. Dr. Adi Kol, Yesh Atid
4. Dov Lipman, Yesh Atid
5. Pnina Tamano-Shata, Yesh Atid
6. Yoel Razbozov, Yesh Atid
7. Yifat Kariv, Yesh Atid
8. Amram Mitzna, Ha'Tnua
9. Meir Sheetrit, Ha'Tnua
10. David Tsur, Ha'Tnua
11. Elezer Stern, Ha'Tnua
12. Hilik Bar, Labor
13. Omer Bar Lev, Labor
14. Michal Biran, Labor
15. Binyamin Ben-Eliezer, Labor
16. Isaac Herzog, Labor
17. Stav Shaffir, Labor
18. Itzik Shmuli, Labor
19. Miki Rosental, Labor
20. Moshe Mizrahi, Labor
21. Eitan Cabel, Labor
22. Merav Michaeli, Labor
23. Dr. Erel Margalit, Labor
24. Prof. Avishai Braverman, Labor
25. Dr. Nachman Shai, Labor
26. Itzik Cohen, Shas
27. Itzhak Vaknin, Shas
28. David Azoulay, Shas
29. Avraham Michaeli, Shas
30. Shaul Mofaz, Kadima
31. Mohammad Barakeh, Hadash
32. Dr. Dov Khenin, Hadash
33. Afu Agbariye, Hadash
34. Hana Swed, Hadash
35. Zehava Galon, Meretz
36. Ilan Gilon, Meretz
37. Michael Rosin, Meretz
38. Nitzan Horowitz, Meretz
39. Tamar Zandberg, Meretz
40. Isawi Frij, Meretz

Supporting Ministers: Tzipi Livni (Ha'Tnua), Amir Peretz (Ha'Tnua), Ya'acov Perry (Yesh Atid), Shelly Yechimovitch (Labor).

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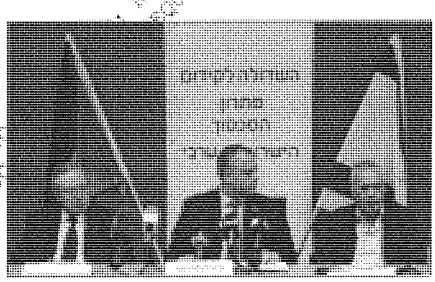
KEY PROGRAMMATIC MILESTONES

Through its network of university chapters across Israel and with hundreds of trained youth activists, OneVoice Israel has successfully mobilized online and offline initiatives by utilizing creative tactics and reframing the discourse to appeal to a wide swath of the Israeli public. OneVoice Israel has established a mainstream brand identity that breaks through the traditional dichotomy of Left versus Right, appealing to the national self-interest of Israeli society. The clarity of its messaging – that the two-state solution is the only way to ensure a safe, secure, Jewish Democratic State of Israel – has enabled OneVoice Israel to engage people from across a broad spectrum of political, religious and socio-economic affiliations.

Below are some examples of recent initiatives organized by OneVoice Israel. They are listed chronologically, starting with the most recent activities.

July 2013 - PLO-MK Knesset Meeting



OneVoice brought together members of the Knesset Caucus for the Resolving of the Arab-Israeli conflict and members of the Palestinian Authority's Civil Dialogue Committee for the first time ever in the Knesset. With the flag of Palestine hanging next to the flag of Israel in the Knesset, over 30 MK's came to welcome the visiting delegation and pledge their support for the renewed negotiations. In this event OneVoice Israel partnered with the Negev Institute and brought together political elites, grassroots and cultural figures to show their support.

READ MORE:
http://www.timesofisrael.com/in-knesset-an-upbeat-start-for-a-shadow-peace-summit/

http://www.jpost.com/Diplomacy-and-Politics/Palestinian-flag-out-in-honor-as-PA-officials-visit-Knesset-321637

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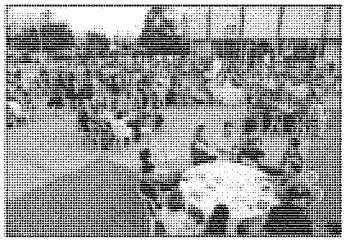
June 2013 – Roundtable Peace Initiative

The Roundtable Peace Initiative was a nationwide initiative bringing together nearly 2,000 Israelis in 11 different cities in Israel. There were 70 Roundtables set up to discuss the Israeli-Palestinian conflict. Each table had a 'host' – a member of Knesset, a journalist, security personnel or a cultural/thought leader – to facilitate an honest conversation and debate about the importance of negotiations and a resolution. The attendees came from all backgrounds and provided a plurality of opinions, making the Roundtable not only a lively event but a representative one.



OneVoice Israel partnered with the Caucus for Ending the Israeli-Arab Conflict, Peace Now, Geneva Initiative, the Council for Peace and Security, Ir Amim, the Parents Circle, Israeli Peace Initiative and many other NGO's.

READ MORE: http://blog.onevoicemovement.org/one_voice/2013/06/ovis-roundtable-peace-initiative-a-youth-leaders-perspective-.html

January - March 2013 – Israeli Elections & Coalition Formation

OneVoice Israel ran a multi-platform "Get Out the Vote" campaign to mobilize moderate voters. From a Facebook mini-site to grassroots canvassing, OneVoice Israel's central message was whether it was economics, security or Zionism that brings you to the polls, on Election Day, vote for the two-state solution. On each one of those salient issues, they provided strong cases for how the two-state solution was the only way to safeguard Israel's economic prosperity, security and identity as a State.

Image: OneVoice Israel youth leaders and students at the ballot stop at Bar-Ilan University on Dec. 26, 2012.

One of the most impactful tools deployed was a viral video, which was cited by the Associated Press as catalyzing a major push among moderate votes.

READ AP ARTICLE: http://news.yahoo.com/voter-turnout-push-could-challenge-israeli-leader-195155086.html
VIRAL
VIDEO: http://www.youtube.com/watch?feature=player_embedded&list=UUO2qTG22IeyJ_mSkgiTlnNw&v=qGtwZHRzJE4

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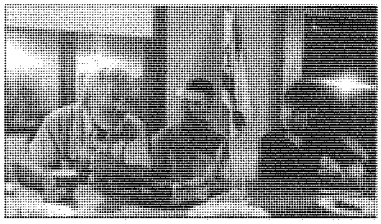
ONEVOICE

Learning from the Past: Former Gush Katif Settlers Talk Future Evacuation

OneVoice Israel Youth Leaders met with former Gush Katif Settlers to understand what the 2005 evacuation process was like for them and to glean best practices about a future evacuation.



Excerpt written by OneVoice activist, Tom Bar-Gal: *I had three main conclusions from this meeting:*

First, an evacuation, while necessary, is a hard and hurtful process, and any additional family that settles in the occupied territories is in danger of facing pain and sorrow. I do not believe that we can simply blame the families who settle there, we must hold the government accountable, as they ultimately are allowing it to happen. Because the future of the settlements is uncertain, we must – because of humanitarian reasons – stop all the construction in the occupied territories.

Second, Israel's unilateral disengagement from the Gaza Strip has brought years of insecurity, but above all, it damaged our trust and in the belief that the conflict will end. We should aim to have all future moves made through negotiation and only with the agreement and support of the Palestinian people.

Eventually, in any future evacuation, all efforts must be done to ease the process of evacuation and re-habitation. We must learn from past mistakes and understand the difficulties of the evacuated people, and support them in any way we can.

READ FULL BLOG: http://blog.onevoicemovement.org/one_voice/2012/10/learning-from-the-past-former-gush-katif-settlers-talk-future-evacuation.html

August 2012: J14 Movement joins OneVoice in protesting stalled peace talks

The social protests in 2011 brought Israelis from all backgrounds together to demand a more equitable socio-economic agenda in Israel. The protests however did not at all reference the importance of ending the conflict as a means to ensure societal equity. Protest organizers, namely the J14 movement very deliberately shied away from taking the conflict on as they saw it as a potentially polarizing issue.

One year later, in the summer of 2012, OneVoice Israel was the only organization to successfully partner with J14 to put the socio-economic agenda side by side with the importance of achieving a two-state solution.

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The #J14 movement joined OneVoice Israel on Tuesday in Tel Aviv to draw for the first time the inextricable link between calls for social justice and demands for resolving the Israeli-Palestinian conflict.

Image: OneVoice Israel erected a massive ice wall, symbolizing the "freeze" in peace talks and containing posters with information on dozens of under-funded social programs in Israel.

Hundreds congregated in Rothschild Boulevard around a massive ice wall, symbolizing the "freeze" in peace talks and containing posters with information on dozens of under-funded social programs in Israel, while the government bleeds money toward conflict management over resolution. The Knesset's Two-State Solution Caucus, led by MK Yoel Hasson and MK Amir Peretz, backed the event and spoke critically about the Netanyahu government's growth of investments east of the Green Line over good faith negotiations with the Palestinians.

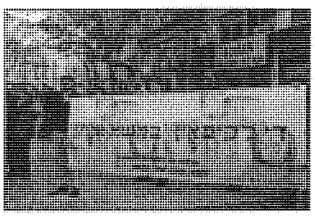
"Our social needs are being frozen along with the peace process," said Tal Harris, OneVoice Israel executive director. "People forgot over the last 20 years that the peace process impacts their day-to-day life. We want to remind them of the need to freeze settlements and end the conflict once and for all by committing to serious negotiations."

READ MORE: http://blog.onevoicemovement.org/one_voice/2012/08/j14-movement-and-onevoice-to-protest-stalled-peace-talks.html

January 30, 2012 – A Flash mob to demand the attention of the Public

WATCH: Freezing Zion Square in Jerusalem

http://www.youtube.com/watch?v=S0apJ9nLMnU&feature=player_embedded



OneVoice Israel activists organized a flash mob on Wednesday, freezing in place in Zion Square in central Jerusalem drawing attention to the urgent need to thaw negotiations and move the process for the two-state solution forward.

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ONEVOICE

2011 – Imagine Israel in 2018 Campaign

Aimed at breaking through the apathy and inability to visualize a peaceful future, Imagine 2018 was a multi-platform campaign to get Israelis to imagine the potential for Israel should a two state solution be achieved. Through creative online engagement as well as grassroots outreach to young Israelis, essays, videos and posters were gathered as part of a nationwide contest. The visions were published in mock newspapers and put up in highly visible public places like bus stops. The Imagine 2018 Campaign went on to receive third place in the National Effie Awards competition for innovative, effective marketing campaigns.

Haaretz reporter Jonathan Kahan wrote that "many young Israelis from a spectrum of political movements [were] investing their time and energies on a daily basis with the goal of solving the conflict."

EFFIE AWARD: http://blog.onevoicemovement.org/one_voice/2011/07/onevoice-israel-wins-national-effie-award.html

HA'ARETZ ARTICLE: http://www.haaretz.com/culture/israel-tomorrow-where-will-the-mideast-be-in-2018-1.335570

READ MORE ABOUT IMAGINE 2018:
http://www.onevoicemovement.org/Imagine2018Temp/index2.php

September 2010 – Noam Shalit shares Vision for 2018 during OneVoice Panel

OneVoice Israel hosted a panel discussion about prisoner exchange moderated by OVI Executive Director Tal Harris, at the Tel Aviv Cinematheque in Tel Aviv on Sunday.

Initiated by the OneVoice Bar Ilan University chapter, about 65 people listened as the event began with a video message from Noam Shalit, father of missing soldier Gilad Shalit.

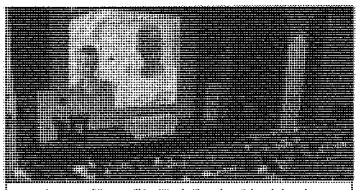

Image: Noam Shalit, delivering his vision to OneVoice's Imagine 2018 campaign.

The meeting included panelists, Yoram Binur, Israeli Channel Two Arab issues correspondent, and Rami Igra, former head of the Mossad Prisoners and MIA's department, in a debate about the future of political prisoners.

READ MORE: http://blog.onevoicemovement.org/one_voice/2010/09/ovi-hosts-panel-discussion-on-prisoner-exchange-with-message-from-noam-shalit.html

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ONEVOICE

2005 - Israeli Leaders Across All Mainstream Parties Unite on Campaign to Condemn Extremism and Incitement

In a rare bond of cooperation forged by the Israeli arm of the OneVoice movement, young and senior leaders of each of the mainstream parties agreed to jointly implement a campaign to uphold nonviolent civic discourse within Israeli society and condemn incitement and violence. The product of months of work – with delicate one-on-one meetings with each of the partners and multiple break-through meetings among delegates from Likud, Labor, Shinui, Yahad, the National Religious Party (Mafdal) and Shas – culminated with an off-site three day seminar where 40 young leaders crossed ideological, partisan and personal barriers to transcend their differences and focus on the unifying need to discourage extremism.

The heads of the "Young Leaders" movements of Israel's six major parties from left to right were the engines behind this undertaking. They include Yoel Hasson, President of Likud's Young Generation, Eran Harmoni, Labor's Young Generation Leader, Aviel Aharon, Chairman of Shinui's Young Generation, Uri Zaki of Yahad's Youth, Shuky Zohar, the Secretary of NRP's Young Generation and Elyashiv Rabin, the Secretary of Shas Young Leaders. Each of the leaders recruited key figures within their movement to participate in the seminar. Israeli Leadership Development Director Dr. Muli Peleg and his wife and conflict resolution colleague, Tzofnat Peleg, guided the discussion, organized by OV Program Director Gil Shemi, with support from OneVoice Activist Dima Yarmanko.

This activity was conceived against the backdrop of this summer's upcoming Gaza disengagement. While the vast majority of Israelis (including most settlers) are dedicated to upholding democracy and respecting their government, Israelis fear that a small minority of radical extremists may seek to derail the will of the majority through violence and incitement.

"The goal of this effort is to establish a platform of public discourse, whereby different parties, ideologies and philosophies try to understand and acquaint each other without bickering and blaming each other," remarked Yoel Hasson, who is also an aide to Prime Minister Sharon. "We are committed to finding common ground among Israelis – to unify us particularly on how we are to resolve our deepest disagreements – through respect and under the rule of law."

Participants laid the foundations for a long term process aimed at nothing less than transforming Israel's political culture into one characterized by mature civic discourse and devoid of incitement to violence or dehumanization of those who disagree with one's views. Plans include a joint declaration at a press conference, a grassroots campaign with a unifying slogan, and recruitment drives by each of the parties from North to South. The goal is to establish a civic contract that all Israelis will be encouraged to sign, advocating civility, respect and moderation above radicalism, dehumanization and violence.

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Image: Young Leaders from Likud, Labor, Shinui, Yahad, the Notional Religious Party (Mafdal) and Shas join together as "OneVoice" against incitement during 2005 disengagement from Gaza

Unlike the Grassroots Negotiations work that OneVoice shepherds in its joint Palestinian-Israeli track, this Civic Discourse & Anti-Incitement track of OneVoice focuses internally on Israeli society, just like the Democratization and Non-Violence track focuses internally on Palestinian society. Dr. Peleg said: "Besides the important work with do with our Palestinian colleagues, we need to concentrate also internally – on the Israeli side – because without working on unity and solidarity against extremism among us we will be crippled to deal with the other side."

Elyashiv Rabin, Secretary of Shas Youth, stated to his colleagues: "I came into this meeting skeptical, curious but skeptical. I leave here today a believer. I believe in the possibility of Secular and Religious Israelis to coexist as one society. I trust that our Rabbis would approve of this initiative. I have smashed some of my preconceived notions this weekend. I hope you have too."

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List of OneVoice Israel's Programmatic Partnerships

OneVoice Israel has engaged an array of programmatic partners from across a broad spectrum of politics and interest-areas. OneVoice is unique in its ability to circumvent traditional Left v. Right and Religious v. Secular divides.

The diversity of OneVoice Israel's network is demonstrated by the **University Chapters** which form the cornerstone of its grassroots activities. From Bar Ilan University, traditionally more conservative and Sapir College in the border town of Sderot to Tel Aviv University, OneVoice Israel is one of the only organizations with such a robust consortium of student partners.

1. Haifa University	**5. Ben Gurion University**	**9. Bar Ilan University**
2. Tel Hai College	**6. Sapir College – in Sderot**	**10 Hebrew University**
3. Oranim College	**7. Tel Aviv University**	**11. Interdisciplinary College of Hertzilya**
4. The Technion	**8. Seminar Ha'Kibbutzim**	

To bolster their work on university campuses, OneVoice Israel has formed strong ties with **National Student Union of Israel** as well as with **local student unions** – including at *Bar Ilan University, Tel Aviv University, Ben Gurion University of the Negev, Hebrew University, Sapir College (Sderot), Haifa University, Tel Hai College and Seminar Ha'kibbutzim.*

Additionally, OneVoice has regularly worked with Cinematheques across Israel to engage audiences through town hall meetings and film screenings. Specifically, **Tel Aviv Cinematheque** and the **Cinematheque Sderot** have been longtime partners of OneVoice Israel.

OneVoice Israel is uniquely positioned within the constellation of Israel NGO's. The combination of OneVoice Israel's nationalist platform and its commitment to achieving a viable two-state solution has enabled the organization to form partnerships across a broad spectrum.

NGO partners include: ***The Peace & Security Council, Blue & White Future, The Israeli Peace Initiative, The Negev Institute, Geneva Initiative, Peace Now, Re'ut Institute, Peres Center for Peace, J14 Movement, IPCRI, Parent's Circle – Families Forum, Neve Shalom – Wahat Salam.***

It should be noted that not only is OneVoice Israel a member of the **Peace NGO's Forum**, Tal Harris, OneVoice Israel's Executive Director, sites on the board of the Forum.

Lastly, the non-partisanship that OneVoice has championed as part of its methodology is demonstrated in the coalition of political parties that make up the Israeli Knesset Caucus for the Resolution of the Arab-Israeli Conflict, a Caucus co-founded by OneVoice Israel. The Caucus includes ***Yesh Atid, Ha'Tnua, Shas, Labar, Kadima, Meretz and Hadash.***

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Campaign Results

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Campaign Results

Facebook

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Information About the Campaign:

Camp Name	Kol Echad-IL-JAN13
Type of ads	Sponsored Story Video
Budget booked	9550 NIS
Clicks delivered on video post	6906 (453 Clicks Extra)
Targeting	18+
Start & End date	15.1 – 16.1

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Campaign Data

Date	Imps	Reach	Clicks	UniqueClicks	CTR	Page Like	Post Like
15-Jan-13	255065	167440	4921	4730	1.93%	30	359
16-Jan-13	26159	18155	1985	1717	7.59%	4	114
Total	281224	185595	6906	6447	2.46%	34	473

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Demographic Information:

Gender	%of Impressions	%of Clickers	% CTR
Female	47.34%	34.44%	1.26%
Male	50.80%	63.38%	2.17%
Unknown	1.71%	2.02%	2.18%

Gender	Age	%of Impressions	%of Clickers	% CTR
Female	18-24	23.84%	16.17%	1.22%
	25-34	12.46%	8.42%	1.36%
	35-44	5.60%	3.95%	1.27%
	45-54	3.01%	2.76%	1.64%
	55-64	1.57%	1.70%	1.95%
	65-100	0.63%	0.35%	1.00%
	Unknown	0.22%	0.09%	0.73%

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Gender	Age	%of Impressions	%of Clickers	% CTR
Male	18-24	24.01%	28.52%	2.13%
	25-34	16.37%	21.55%	2.36%
	35-44	5.58%	7.98%	2.57%
	45-54	2.58%	2.89%	2.01%
	55-64	1.39%	1.59%	2.05%
	65-100	0.59%	0.62%	1.88%
	Unknown	0.28%	0.23%	1.47%

Gender	Age	%of Impressions	%of Clickers	% CTR
Unknown	18-24	0.47%	0.57%	2.18%
	25-34	0.96%	1.06%	1.97%
	35-44	0.29%	0.40%	2.49%

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Sponsored story- Video

Sponsored Stories are stories that the brand publish on the wall.
The fans of the brand see it as an ad, in addition of seeing it in their news feed.
These show up on the right hand side of pages on Facebook.

Post video Ad

Impressions	Clicks	CTR	Likes	Post like
281,224	6906	2.46%	34	469

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Optimization Inputs:

✓ Sponsored Story on the news feed

News Feed Impressions	News Feed Clicks	% of news feed impression	% of news feed Clicks	% CTR news feed
107594	6781	38.26%	98.19%	6.30%

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Audience Reach your target

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Campaign Results

YouTube

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Glossary:

Impressions	The total number of times your ad was viewed by users
Clicks	The number of clicks your ad or campaign recieved
Unique Clicks	The number of individual people who clicked on this ad
CTR	click through rate, the number of clicks your ad received divided by the number of times the ad was shown. (Calculated as clicks/impressions)
Frequency	The average amount of times each user saw the ad/campaign
Reach	The number of individual people who saw this ad
Page like	The number of PPL who like you page within 24 hours of viewing an ad or sponsored story, or within 28 days after clicking on it
Page post like	The number of like's on your page posts
Vote	the number of answers to questions you posted on your page

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YouTube Advertising

YouTube

- מנוע החיפוש השני בגודלו בעולם בכלל ובישראל בפרט
- מעל ל-2,836,000 צופים פעילים בשבוע,
- מעל כ-70% מכלל הגולשים נחשפים אליו
- חלוקת הצופים בין גברים ונשים היא 50%-50%
- הגיל הממוצע של משתמשי האתר הוא 29

- **למעשה - כל מפרסם אשר מחפש דרכים חדשות להביא את מוצריו לקהל המשתמשים שלו, יכול להעזר בפלטפורמת YouTube, על ידי שימוש בשיטות השיווק ופילוח המגוונות.**

- כיום, מותגים גדולים וקטנים מכל העולם משקיעים יותר ויותר מתקציבי המדיה שלהם בפרסום באתר, מתוך הבנה כי שיטת הפרסום ב-YouTube יוצרת **מעורבות בין המשתמש למוצר** ותומכת במיתוגו בקרב הקהל.

המספרים של יו־טיוב

4 מיליארד צפיות ביום

3 מיליארד שעות צפייה בווידיאו מדי חודש

72 שעות של וידיאו מועלות מדי דקה

1 טריליון צפיות ב־2011

700 סרטוני וידיאו משותפים בטוויטר מדי דקה

60% מפרסומות הווידיאו ביו־טיוב הן בפורמט שניתן לדלג עליו

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Information About the Campaign:

Camp Name	קול אחד
Type	YouTube
Impressions	1,512,548
True Views	331,281
View Rate	22%
Clicks	28,511 (CTR 8.6%)
Targeting	18+
Start & End date	15.1 – 22.1

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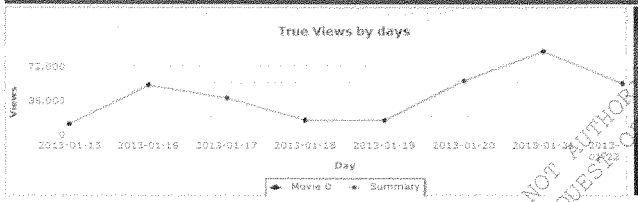
OneVoice Last update: 2013-01-22 22:12:37

Graph by: **True Views** Impressions Costs



Impressions	True Views	Organic Views	View Rate	Clicks	CTR	Cost	CPV	Relevant audience (By Gemius®)	Reach
1,512,506	331,286 (342,571)	0	22%	28,511	8.6%	₪ 79,509 (97%)	₪ 0.24	3,469,663	9.5%

Segments Overview

	Target Group	Impressions	True Views	View rate	CTR	Cost	CPM	Reach	Video length viewed
Women	Age: 18-34	306,703	69,574	23%	8.1%	₪ 16698	₪ 54		
	Age: 35-54	156,359	35,628	23%	10.1%	₪ 8527	₪ 55		
	Age: 55-65	77,015	17,069	22%	9.3%	₪ 4097	₪ 53		
	Women Summary	540,077	122,171	23%	8.9%	₪ 29,321	₪ 54		
Men	Age: 18-34	388,989	84,297	22%	9.2%	₪ 20231	₪ 52		
	Age: 35-54	178,924	38,884	22%	9.1%	₪ 9332	₪ 52		
	Age: 55-65	93,696	20,225	22%	8.9%	₪ 4854	₪ 52		
	Men Summary	661,559	143,406	22%	9.1%	₪ 34,417	₪ 52		

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Audience Reach your Target

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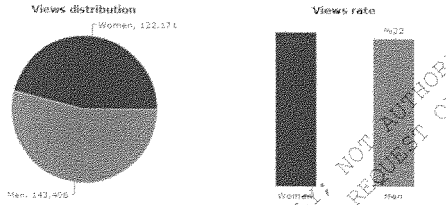
Target Audience

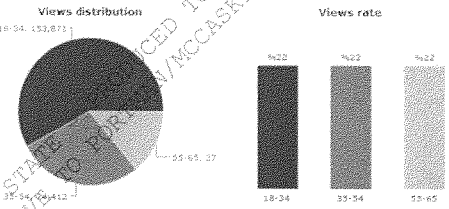
Marketing insights by Gender



Men viewed the video 8% more then average

There were no differences between the different segments

Marketing insights by Age



18-34 viewed the video 74% more then average

There were no differences between the different segments

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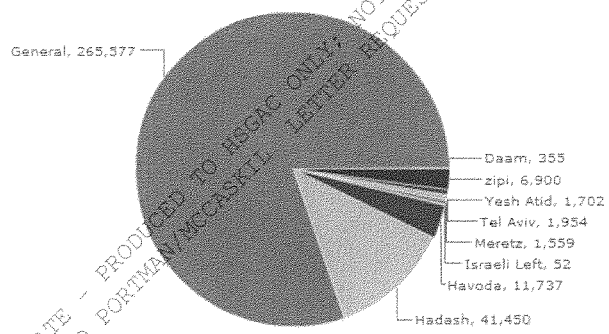
Interests

Marketing insights by Interest groups

Views distribution



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Audience
Reach your target

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Leading spots for the Ad

1. http://static.ak.facebook.com/common/referer_frame.php
2. Rihanna – Diamonds
3. אייל גולן אתEyal Golan
4. will.i.am - Scream & Shout ft. Britney Spears
5. David Guetta - She Wolf (Falling To Pieces) ft. Sia

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Audience
Reach your target

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Inputs

- ✓ Women responded better in terms of view rate
- ✓ More men saw the Ad in total
- ✓ age range most interested in the Ad – 18-34. especially 25-34
- ✓ Interests with most views :
  1. חד"ש
  2. העבודה
  3. התנועה
  4. יש עתיד
  5. מרצ
  6. דעמ

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Audience Reach your target

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Imagine 2018 Success

- **OneVoice Israel's campaign launch is making headlines (November 2010)**
  - Created an online application that allowed Israelis to create newspaper headlines about "tomorrow's news today."
  - In three days from launch, OVI received 100 headlines and garnered 1,000 Facebook likes in the page's infancy.
  - OVI generated some early buzz by sending Facebook messages to the accounts of 200 influential Israelis from mock profiles of themselves in the year 2018.
  - The spurious newspaper, *Israel Tomorrow*, was distributed, fastened with the recipients' photo and a personalized headline.
  - MKs Avishay Braverman, Yoel Hasson, Haim Oron, Michael Eitan, and Head of the National Left Eldad Yaniv, Israeli celebrities Eyal Kitzis, Rafi Reshef, and Didi Harai received copies, as did Gilly Kacenelenbogen, a popular blogger and famous trendsetter in Israel, who also posted news about it onto his Facebook account.
  - Between November 25 and 28, in anticipation of the Facebook launch, OVI also unleashed its "talkback blitz," bombarding Israel's most popular news sites, including Ynet and Walla, with banners and hundreds of comments meant to generate conversations about an end to the conflict by 2018.

- **How OneVoice is creating links between offline and online activism (December 2010)**
  - Focused on utilizing online tactics and digital activism to launch a national conversation.
  - Israel is a high-tech society with 71.6% of the country online (as of December 2010).
  - By December, Facebook presence increased 300% since November launch of "Creating Tomorrow, Today" headline campaign.

- **Influential Israeli daily publishes a feature on OneVoice's Imagine 2018 campaign (January 2011)**
  - Haaretz covers campaign.

- **OneVoice Israel creates ideas of tomorrow in Sderot (March 2011)**
  - "Creating Tomorrow, Today" campaign at Sapir College.
  - Third public showing to date, including the Knesset during Two-State Solution Caucus (TSSC) launch in January 2011.
  - Featured the 10 best submissions to the newspaper headline campaign.
  - At this point in time, campaign mentioned on *Maariv's* website and twice on Israeli radio.

- **OneVoice Israel wins national Effie Award (July 2011)**
  - OVI takes third prize in the nonprofit organizations category for their Imagine 2018 campaign at the 2011 national Effie Awards July 10 at the Tel Aviv Museum of Art. The Effies are gifted to organizations with the most effective marketing and advertising campaigns.

- **OneVoice Israel doubles its recognition among locals (August 2011)**
  - The 10 winning headlines in the newspaper campaign– chosen by the number of likes on Facebook – were displayed on bus shelters across the country, allowing thousands of Israelis to see the message.
  - OVI receives recognition from Foreign Affairs Shadow Minister Stephen Twigg in the House of Commons.
  - OVI's noted in Israel's top media outlets, including Haaretz, YNet, Channel 10, Channel 2, and Karyout radio.
  - "Help Bibi Complete the Israeli Peace Initiative" campaign utilized guerilla tactics, an online application and a massive block party to mobilize Israelis and get them thinking creatively about a negotiated peace agreement.

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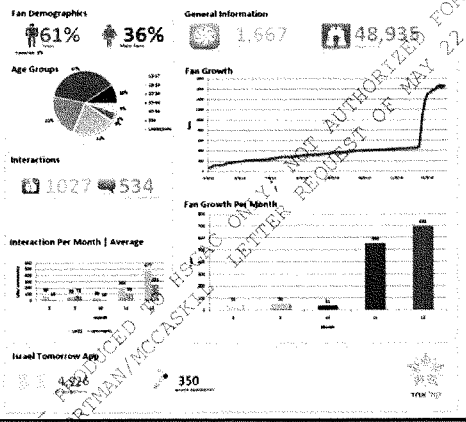
ONEVOICE

Imagine 2018 Campaign Social Media Metrics and Impact

Important Metrics:

- 50,000 people visited the OneVoice Israel Facebook page;
- 6,583 people registered as fans of OVI or visited the Facebook application, leaving their details and taking part in the campaign by voting and sharing headlines;
- At least 350 people wrote a headline, shared it on the profile and etc.



	Target	25%	50%	100%	Actual results	Bonus factor
Number of clicks	31,538	33,333	35,455	40,000	48,935	20%
LIKES – page and app	2,523	2,667	2,836	3,040	6,583	20%
Headlines	252	267	284	320	350	10%
Top of mind	2.5	3	3.5	4	9%	10%
Unaided awareness	4.5	5	5.5	6	12.9 %	10%
Added awareness	13	15	17	19	22.4 %	20%
Added awareness to the logo	6.5	7	7.5	8	9.2 %	10%
						100%

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INTEROFFICE MEMORANDUM

TO: MICHELE DASTIN-VAN RIJN
FROM: TAL HARRIS
SUBJECT: REVISED BUDGET, BUDGET NARRATIVE, AND SUPPLEMENTAL INFORMATION
DATE: SEPTEMBER 13, 2013
CC: JAMES RIDER

As per your request, we have provided a revised budget, a revised budget narrative, list of partnering organizations with which we plan to carry out our grassroots campaign, information included in the recent action plan previously sent over email, a completed SF-424 form, and organizational chart.

The following is a list of potential partnering organizations for the grassroots campaign, pending a formalized Memorandum of Understanding.

1. National Union of Israeli Students
2. The Knesset Caucus for Ending the Israeli Arab Conflict
3. "November 4 1995" (NGO)
4. YaLa Young Leaders
5. The Israeli Reform Movement
6. Peace NGOs Forum

In addition, the text below is an abbreviated version of the Action Plan as described in an email to Michelle Dastin-van Rijn.

- 270 Strategies will be hired to train OneVoice Israel staff using their best-in-class metrics-based micro targeting method of grassroots organizing, and tailored to the needs on the ground as dictated and overseen by our Israeli staff. These efforts will further be guided by insight derived from focus groups, to be run by APCO Tel Aviv Israel's communications team, led by its director, Gad Ben Ari.

- We will train a core group of 100 volunteers (Youth Leaders) in partnership with the National Union of Israeli Students. We will cover the costs of this training, a full work-plan of which is available upon request.

- We have developed milestones for the nine month project period in consultation with partner NGOs and MKs of various factions under the assumption that executing these plans in tandem with others would enhance their effect. Achievement of these event milestones will result in mass mobilization of our grassroots network reflecting public support for the negotiations and a two-state solution. We are considering the following:

    - November and December – Host town hall meetings in all 10 campuses that we currently work in. Town hall meetings will focus on the role of youth in the

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peace process. These events will feature MKs of the Knesset caucus OneVoice helped establish, seniors level members of the security establishment, members of the Palestinian Committee for Interaction with Israeli Society, and debates with individuals and groups who oppose the two-state solution;

- In November we also plan to execute a mass mobilization for the two-state solution in the annual memorial event for PM Rabin. This event is targeted to coincide with a time when the public is most attentive to the issues of the conflict and therefore more likely to come out in tens of thousands;

- February and March - Second semester begins on all campuses. We plan to hold a second series of town hall meetings along the same lines using the format described above;
- March - Seven months into talks between Israel and the PLO, we expect the public will be ready to take to the streets on a march for freedom, peace, and security to support a successful outcome for negotiations. This will coincide with Passover, which symbolizes freedom and enables a discussion about what the Jewish people and Zionism can do.

The above are examples of what we have planned throughout the campaign to show the public support we intend to build through our grassroots efforts. These planned events and public milestones are based off events and campaigns we have done in the past and believe will be effective in this type of campaign. In addition to the aforementioned activities, we will use social media not only to highlight and promote our offline mobilization, but also introduce a call to action for Israelis, Palestinians, and international audiences to express their support for negotiations and the two-state solution. As the campaign progresses over the term of the negotiations, we will continue to fully flesh out plans in real-time that correspond with political developments.

Finally, in our original proposal, we shared with you the basic metrics for how we plan to measure recruitment and engagement during the next nine months through public activities, as well our social media growth.

Should you have additional questions, please direct and focus me towards areas which you think require further more elaboration.

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ONEVOICE ISRAEL CAMPAIGN

	Unit of Measure	Unit Costs	# of Units	Government	OVI	Totals
GRASSROOTS CAMPAIGN						
Personnel						
Project Manager (1) - OV Executive Director	month	$ 3,000	9	$ 4,540	$ 22,460	$ 27,000
Regional Coordinators						
Northern Regional Coordinator	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Southern Regional Coordinator	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Central Regional Coordinator	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Jerusalem Regional Coordinator	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Canvassing Team - stipends	month	$ 4,000	9	$ 36,000	$ -	$ 36,000
Admin/Data Entry Support (LOE .35)	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Grassroots Organizing Consultant	one time fee	$ 20,000	1	$ 20,000	$ -	$ 20,000
Fringe Benefits @ 12%	month	$ 1,440	9	$ 12,960	$ -	$ 12,960
Total Grassroots Campaign Personnel				**$ 118,500**	**$ 22,460**	**$ 140,960**
Other Than Personnel (OTPs)						
Monitoring & Evaluation	month	$1,222.22	9	$ 11,000		$ 11,000
Trainings & Briefings	month	$ 750	9	$ -	$ 6,750	$ 6,750
Transportation	month	$ 750	9	$ 6,750	$ -	$ 6,750
Communications - Cell Phones, Data Usage	month	$ 500	9	$ 4,500	$ -	$ 4,500
Accommodations & Refreshments	month	$ 1,500	9	$ 13,500	$ -	$ 13,500
A/V Tools	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Documentation	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Branded Materials - Hats, T-shirts, Pins, etc...	month	$ 1,000	9	$ 9,000	$ -	$ 9,000
Printed Materials: brochures, banners, handouts	month	$ 1,500	9	$ 13,500	$ -	$ 13,500
Total Grassroots Campaign OTPs				**$ 76,250**	**$ 6,750**	**$ 83,000**
GRASSROOTS CAMPAIGN TOTAL				**$ 194,750**	**$ 29,210**	**$ 223,960**
PR & ADVERTISING						
Personnel						

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Project Manager (LOE .60)	month	$ 1,800	9		$ 16,200	$ 16,200
Admin Support (LOE .35)	month	$ 1,000	9		$ 9,000	$ 9,000
PR Firm/Consultants	month	$ 3,500	9		$ 31,500	$ 31,500
Fringe Benefits @ 12%	month	$ 336	9		$ 3,024	$ 3,024
Total PR & Advertising Personnel					$ 59,724	**$ 59,724**
Other than Personnel Costs (OTPs)						
Advertisement						
Radio Spots	month	$ 3,500	9		$ 31,500	$ 31,500
Newspaper Ads	month	$ 6,500	9		$ 58,500	$ 58,500
Web Banner Ads	month	$ 7,500	9		$ 67,500	$ 67,500
Billboards, Public Banners	month	$ 6,000	9		$ 112,500	$ 112,500
Viral Video Production						
Filming	short video	$ 2,500	3		$ 7,500	$ 7,500
Editing	short video	$ 2,000	3		$ 6,000	$ 6,000
Seeding & Distribution	short video	$ 4,500	3		$ 13,500	$ 13,500
Total PR & Advertising OTPs					$ 297,000	**$ 297,000**
TOTAL PR & ADVERTISING				$ -	**$ 356,724**	**$ 356,724**
Social Media						
Personnel						
Project Manager (LOE .40)	month	$ 1,200	9		$ 10,800	$ 10,800
Admin & Data Analyst (LOE .30)	month	$ 850	9		$ 7,650	$ 7,650
Fringe Benefits @ 12%	month	$ 246	9		$ 2,214	$ 2,214
Total Social Media Personnel				$ -	$ 20,664	**$ 20,664**
Other than Personnel Costs (OTPs)						
Mini-Site						
Design	one time fee	$ 8,500	1	$ 8,500		$ 8,500
Hosting	month	$ 750	9	$ 6,750		$ 6,750
Facebook Application						
Design	one time fee	$ 10,000	1	$ 10,000		$ 10,000
Social Media Ads	month	$ 1,500	9	$ 13,500		$ 13,500

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Total Social Media OTPs				$ 38,750		$ 38,750
TOTAL Social Media				$ 38,750	$ 20,664	$ 59,414
TOTAL CAMPAIGN PERSONNEL COSTS						$ 221,348
TOTAL CAMPAIGN OTPs COSTS						$ 418,750
TOTAL ONEVOICE CAMPAIGN				$ 233,500	$ 406,598	**$ 640,098**

Cost Sharing

MEPI Funding	**$ 233,500**
OneVoice Funding	**$ 406,598**

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Annex 2: Budget Narrative

BUDGET NARRATIVE

The OneVoice Israel campaign is designed to engage and mobilize Israeli moderates to actively support the two-state solution and the resumption of negotiations. The campaign will last for nine months or as long as the negotiations are taking place.

For almost a decade, OneVoice Israel has worked to build a robust grassroots infrastructure using innovative campaigns and programming to appeal to the enlightened self-interest of Israelis across a diverse spectrum of affiliations. OneVoice's network is made up of hundreds of Youth Leaders who serve as the volunteer core for all initiatives. These activists are a core asset for OneVoice, enabling the organization to run nimble and cost-effective campaigns.

The proposed campaign has three parallel tracks. The first is a combination of public relations, advertising, and social media. The second involves a cogent, scalable, and highly visible grassroots campaign. The third, which is cost-neutral and augments the impact of the other two tracks, involves the seeding in of elite influencers and respected voices to reinforce the message and momentum produced by the grassroots and media work. The online and offline aspects of this campaign run in complement and are mutually reinforcing.

GRASSROOTS CAMPAIGN

OneVoice will leverage its in-house staff and expertise to develop, manage, and execute a grassroots engagement campaign across Israel.

A. Personnel Costs:

I. **Project Manager:** Approximately 50% of the OneVoice Executive Director's time will be dedicated to overseeing this campaign, of which OneVoice will cover roughly 83% ($22,460).

$3,000 x 9 months = $27,000 (50% of Executive Director's Salary)

II. **Regional Coordinators:** Additionally, trained regional coordinators located in the North, Center, South, and Jerusalem areas will serve as field organizers and liaisons orchestrating the canvassing component of this campaign. Each coordinator receives $1,000 per month.

$1,000 x 4 Coordinators x 9 months = $36,000

III. **Canvassing Team:** The regional coordinators will each oversee a team of 10 local volunteers. These volunteers, made up of the best and brightest of OneVoice's Youth Leadership Program, will receive monthly stipends of $100 to cover basic costs. Because

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Annex 2: Budget Narrative

these volunteers come from within the OneVoice Movement they are driven activists who are passionate and motivated to do this work.

$100 x 4 Regions x 10 Canvassing Volunteers x 9 months = $36,000

IV. **Admin / Data Entry Support:** Administrative support and data entry will be provided by OneVoice Israel's Program Assistant. The individual in this position will dedicate 35% of their time to support grassroots outreach, ensuring signatories, recruits, and new members are properly entered into the database. The Program Assistant will divide his/her time across the other campaign activities and in doing so he/she will have full visibility of various aspects of the campaign. This will enable a comprehensive approach to data/volunteer management.

$1,000 x 9 months = $9,000 (35% of Program Assistants Salary)

V. **Grassroots Organizing Consultant:** Given the ambition and importance of this campaign to support the resumption of negotiations, OneVoice has identified a best-in-class grassroots organizing consultant to provide strategic guidance. We have hired 270 Strategies to bolster our campaign; $20,000 covers a one-time lump sum fee.

$20,000 – One time lump sum fee

VI. **Fringe Benefits:** Calculated at 12% of salaried positions. These benefits are not applied to consultants or outside firms.

Grassroots Personnel Costs $12,000 x 12% = $1,440 x 9 months = $12,960

Total Personnel Costs for the Grassroots Campaign are approximately $140,960. Cost-share breakdown: $118,500 covered by U.S. Government, $22,460 covered by OneVoice.

B. Other than Personnel (OTPs) Grassroots Costs:

I. **Monitoring & Evaluation:** Dr. Maya Kahanov of the Hebrew University will provide project monitoring and evaluation. Dr. Kahanov is an experienced professional and has led evaluation on past, similarly executed programs funded by USAID and the EU including, but not limited to, the Parents' Circle, the Negev Institute (Ajik), and the Palestinian Center for Democracy and Community Development. Her services for this project will include monitoring our work, observing events, holding focus groups, and interviewing participants in the Youth Leadership Program in addition to staff and other stakeholders. She will present a comprehensive assessment at the conclusion of the grant period, as well as

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periodic interim reports. The estimated costs for such an evaluation and materials are $11,000.

$11,000 (one-time lump sum fee)

II. **Trainings & Briefings:** OneVoice will hold regular briefing forums at the local Tel Aviv headquarters to provide clear directives and communications talking points for all regional coordinators and key canvassing staff. The venue costs are absorbed into the larger OneVoice organizational budget. The $750 per month will cover materials, coordination, and other miscellaneous costs. OneVoice will cost-share 100% of the expenses attributed to Trainings & Briefings.

$750 x 9 months = $6,750

III. **Transportation and Communications:** These line items refer directly to the costs incurred by the grassroots organizers and volunteers to facilitate their outreach.

$750 transportation cost x 9 months = $6,750
$500 communications x 9 months = $4,500

IV. **Accommodations & Refreshments:** In order to effectively create forums that will engage a variety of people, accommodations and refreshments will be provided for meet ups and special events. Each gathering will bring together captive audiences who wish to learn more about the OneVoice campaign. Costs are modest; they cover basic rental and simple refreshments. When possible, meet ups will take place in public areas as well as on university campuses where OneVoice has local chapters and deep ties.

$1,500 x 9 months = $13,500

V. **A/V Tools:** OneVoice will design compelling PowerPoint presentations, creative videos, and other visual tools to be used by organizers so that they can effectively communicate the vision and call to action of the campaign. This line-item includes expenses associated with projector and sound equipment rental fees as well as production costs.

$1,000 x 9 months = $9,000

VI. **Documentation:** OneVoice will work to capture the grassroots work in real time. Using citizen journalism in conjunction with a professional team, OneVoice will photograph and video record the campaign to demonstrate drive and progress. These costs will cover the hardware and technology management needed to manage documentation.

$1,000 x 9 months = $9,000

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VII. **Branded Materials:** Consistent visual branding is necessary to achieve effective demonstrated growth and momentum of public support for the negotiations. Hats, T-shirts, and pins are among some of the materials that will be created to signify our brand.

$1,000 x 9 months = $9,000

VIII. **Printed Materials:** Distribution of physical materials – brochures, banners, handouts, and stickers – will further demonstrate the growth and momentum of public support for the negotiations. Costs will include design and printing.

$1,500 x 9 months = $13,500

Total Other Than Personnel Costs for the Grassroots Campaign are approximately $83,000. Cost-share breakdown: $76,250 covered by U.S. Government, $6,750 covered by OneVoice.

GRASSROOTS CAMPAIGN TOTAL IS 223,960.

PR & ADVERTISING

All PR & advertising costs associated with the OneVoice campaign will be covered by OneVoice.

A. Personnel Costs:

I. **Project Manager:** OneVoice's Media Coordinator will divide his/her time overseeing the PR & advertising work as well as the social media activities. 60% of his/her time will focus on PR & advertising.

$1,800 x 9 months = $16,200 (60% of OneVoice Media Coordinator's salary)

II. **Administrative Support:** The Program Assistant will divide his/her time across the other campaign activities; this way he/she will have full visibility of various aspects of the campaign. The position will dedicate a portion of his/her time (35%) to support the PR & advertising work.

$1,000 x 9 months = $9,000 (35% of Program Assistants salary)

III. **PR Firm/ Consultants:** The Brief, an award-winning Israeli creative marketing team, will work as partners with OneVoice Israel to oversee strategy and liaise with third party media vendors. OneVoice has worked closely with The Brief before. In 2010, collaboration between the two organizations was recognized with an Effie Award for their effective marketing and advertising campaign – Image 2018. http://blog.onevoicemovement.org/one_voice/2011/07/onevoice-israel-wins-national-effie-award.html There will be a monthly retainer of $3,500 which will cover all creative and PR related needs.

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$3,500 x 9 months = $31,500

IV. **Fringe Benefits:** Calculated at 12% of salaried positions. These benefits are not applied to consultants or outside firms.

$336 x 9 months = $3,024

Total Personnel Costs for PR & Advertising Campaign are approximately $59,724.00.

B. Other than Personnel Costs (OTPs) for PR & Advertising Campaign:

I. **Advertisements:** Working across traditional and new media mediums – radio, printed newspaper, online, public billboards, and TV outlets – OneVoice would both pay for and receive in-kind ad space to disseminate information, calls to action, and creative content that garners public attention and support for the campaign.

Radio Spots	$3,500 x 9 months = $31,500
Newspaper Ads	$6,500 x 9 months = $58,500
Web Banners	$7,500 x 9 months = $67,500
Billboards, Public Banners	$6,000 x 9 months = $112,500

II. **Viral Video Production:** A cornerstone of the PR & Advertising campaign will include the creation of unique video content that combines the real work of the grassroots organizers with catchy, youth-orientated viral videos produced in consultation with both The Brief and Mika Almog. Three videos will be created using a combination of humor, sobering "what if" storytelling, and other ingredients to convey the importance of supporting the resumption of negotiations.

Filming per video	$2,500 x 3 videos = $7,500
Editing per video	$2,000 x 3 videos = $6,000
Seeding & Distribution	$4,500 x 3 videos = $13,500

Total Other than Personnel (OTPs) Costs for PR & Advertising are approximately $297,000.

TOTAL PR & ADVERTISING COSTS ARE 356,724.

SOCIAL MEDIA

Social media provides a critical link between the grassroots and PR & advertising components of this campaign. Since its inception, OneVoice Israel has focused on building strong social media assets, including a dynamic and rapidly growing Facebook page that will serve as the online fulcrum for

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activities. OneVoice Israel, in conjunction with OneVoice Palestine, will also incorporate into its campaign a mirroring call-to-action utilizing Facebook, Twitter, and Tumblr as forums. Participants will answer the query, "What does a two-state solution mean to you?" along with their photo or another image of their choice to correspond with their vision.

A. Personnel:

I. **Project Manager:** OneVoice's Media Coordinator will divide his/her time overseeing the social media work as well as the social media activities. 40% of his/her time will focus on social media.

$1,200 x 9 months = $10,800 (40% of OneVoice Media Coordinator's salary)

II. **Administrative Support:** The Program Assistant will divide his/her time across the other campaign activities, this way he/she will have full visibility of various aspects of the campaign and enable a comprehensive approach to data/volunteer management. The position will dedicate a portion of his/her time (30%) to support the social media.

$850 x 9 months = $7,650 (30% of Program Assistants salary)

III. **Fringe Benefits:** Calculated at 12% of salaried positions.

Social Media Personnel Costs $2,050 x 12% = $246 x 9 months = $2,214

Total Personnel Costs for Social Media are approximately $20,664, of which OneVoice will cover 100%.

B. Other than Personnel Costs (OTPs) –

I. **Mini-site:** A landing page that contains all the key information about both the physical and virtual elements of the campaign will be designed. People will have access to background information, facts and figures, and tools to engage their networks through this mini-site.

One time design cost	$8,500
+ $750 monthly fee for hosting x 9 months = $6,750	
	$15,250

II. **Facebook Application:** A complementary Facebook application using similar skin to the mini-site will be created to leverage the social network that OneVoice currently has and will be used to grow and build it further.

One time design cost $10,000

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III. **Social Media Ads:** We will create ads that target and promote engagement amongst our key demographic. These will be primarily aired via Facebook, YouTube, as well as other social network hubs. The costs per month total $1,500.

$1,500 x 9 months = $13,500

Total OTPs Social Media costs for full campaign are approximately $38,750, of which the US Government will cover 100%.

TOTAL SOCIAL MEDIA CAMPAIGN COSTS ARE $59,414 - $20,664 to be covered by OneVoice and $38,750 to be covered by the U.S. Government.

Total Budget and Cost Sharing

The total estimated budget for the OneVoice Israel Campaign is $640,098.

OneVoice will cover all costs associated with the PR & Advertising component of this campaign, as well as a cost-share of the line items specified above -- totaling $406,598 -- in an effort to show our commitment, dedication, and belief in the efficacy of this proposed initiative and partnership with the U.S. Government. Funding from the U.S. Government in the amount of $233,500 will combine with financial support provided by the U.S.-based PeaceWorks Foundation and the U.K.-based charity OneVoice Europe. In addition, we will also enlist our network of funders, including the Rockefeller Brothers Fund, with whom we have partnered with since 2002.

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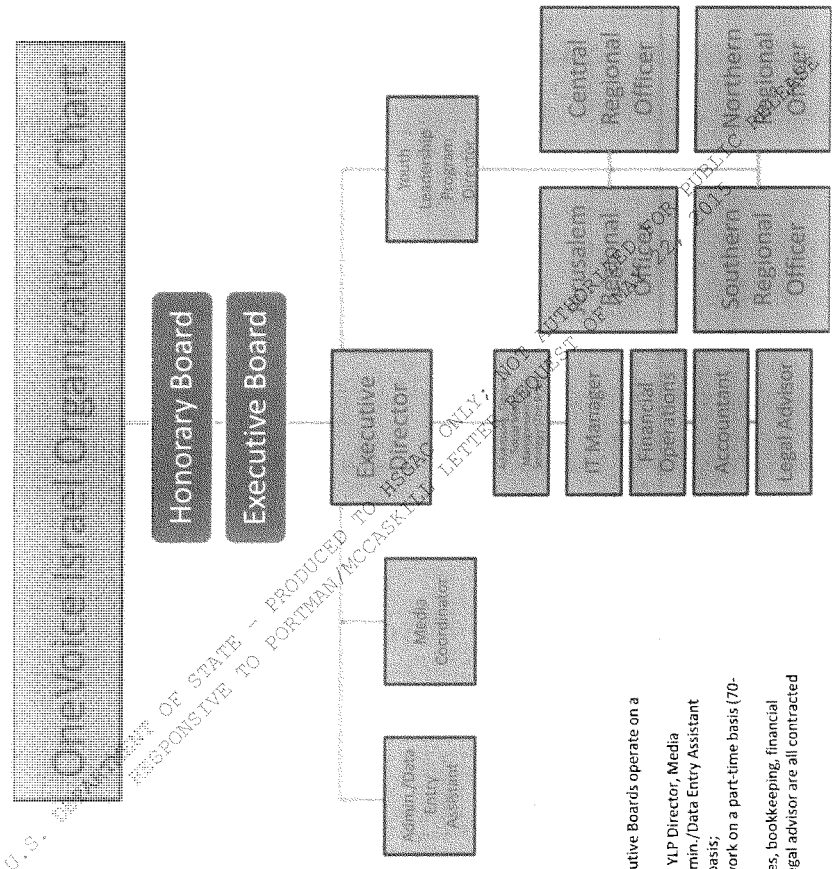

Note:
- Honorary and Executive Boards operate on a voluntary basis;
- Executive Director, YLP Director, Media Coordinator, and Admin./Data Entry Assistant work on a full-time basis;
- Regional Officers work on a part-time basis (70-110 hours a month);
- The Brief, IT services, bookkeeping, financial management, and legal advisor are all contracted as external vendors.

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Message

From: Tal Harris - [redacted]
Sent: 8/20/2013 9:57:59 AM
To: Marc Ginsberg [redacted]; John Lyndon [redacted]; Josh Nerpel [redacted]
CC: Samer Makhlouf [redacted]
Subject: FW: OVI ammended proposal

I've had another call with Michelle today per her request below.
The ambassador raised two issues: a) will we be able to refrain from highlighting some of our supporters (I think he was referring to hard leftists from Hadash party or IPCRI under its new management, but they didn't specify. I said that in principle the answer is yes, but should be examined case by case (for example, it would be harder not to cooperate with Hilik Bar or Ronen Hoffman, whereas working/not working with other NGOs or MKs is probably easier), b) they are mainly interested in funding mobilization rather than capacity building and training. I agreed that the latter shouldn't be the primary focus in the next nine months, and that our approach is to devote 70-80% of our time and other resources to actual activism on the ground and online, and the smaller part for training.
Michelle also inquired about the grassroots consultant we will use, and I've replied that it's an expert who has done it on a larger-than-Israel scale in the U.S., and that I can provide the name of that expert after I connect with Marc.
I also updated her that we are expected to sign our agreement with NUIS until Tuesday. It is being written now by a legal advisor for OVI, based on principles we've discussed and which Adva will share in a separate email. Michelle was pleased to hear that.

From: Dastin-van Rijn, Michele [redacted]
Sent: Tuesday, August 20, 2013 09:18
To: Tal Harris - [redacted]
Subject: RE: OVI ammended proposal

Can you give me a ring?

Michele Dastin-van Rijn
Cultural Attaché
U.S. Embassy Tel Aviv

One Ben Yehuda Street
Tel Aviv 61261 ISRAEL

[redacted]

Website YouTube Twitter Facebook

From: Tal Harris - OneVoice IL [redacted]
Sent: Monday, August 19, 2013 9:53 PM

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To: Dastin-van Rijn, Michele; Olsin-Windecker, Hilary S
Cc: Rider, James T (Tel Aviv); Rabens, Andrew C; 'marc ginsberg'
Subject: RE: OVI ammended proposal

Dear Michele,

Thank you for your continued interest in the OneVoice Israel Campaign to Support the Negotiations. Below you will find additional information in response to the questions posed by your previous email.

Partnership with the National Union of Israeli Students (NUIS)
We are finalizing our strategic partnership with NUIS this Tuesday, August 20, 2013. Our primary objective for this meeting is to formalize a Memorandum of Understanding (MOU), which we will produce to you upon completion. Past meetings with NUIS have resulted in an agreement on strategy and vision, as well as tactical details such as seminar content and division of labor.

Research through Focus Groups
Our campaign will benefit from research through focus groups for both the grassroots and social media components of our campaign by serving as listening tools. As stated on page four of our project narrative submitted on August 12, 2013:

"We will additionally implement feedback provided by focus groups to ensure effective and quality messaging. Importantly, whilst the youth of Israel (16-30) are our primary target, the breadth of this campaign will ensure that a much wider constituency of Israelis are engaged so that the national conversation we initiate reaches a broad segment of Israeli society (see metrics blow)."

Innovative Face-to-Face Gatherings
Our campaign will capitalize on our demonstrated past success of cultivating original gatherings that engage our activists in face-to-face interactions with our influential supporters. Examples of past events that we will implement in our campaign include:

1. Roundtable "speed dating," whereby activists held a series of short conversations with some of our influential supporters one-on-one;
2. The "Ice Wall," which enabled constituents to visualize the need to unfreeze negotiations and;
3. Our regular Town Hall Meetings that feature discussions between the public and Members of Knesset who are part of the Caucus for Ending the Israeli-Arab Conflict.

   http://www.youtube.com/watch?v=gN1hlw8NwWU http://www.youtube.com/watch?v=MBoLpUsBdiQ

In addition, we will continue to develop new and original activities that correspond with the shifting political realities on the ground, formulated in cooperation with our Youth Leaders and campaign partner, The Brief.

Past event supporters include:
Retired General and former head of Shin Bet Minister Ami Ayalon, retired General and MK Amram Mizna, Retired Generals Shaul Arieli, Ilan Paz, Udi Dekel, Gadi Zohar, Nati Sharoni, and Dov Zedaka. Retired ambassodors Ilan Baruch and Alon Liel, businessmen Koby Huberman and Ehud Ben Shach, Prof. Daniel Bartal, Yair Hirschfeld, David Harel, and Alla Shainskaya. Notable NGOs leaders Gadi Baltianski (Geneva Initiative), Mohammad Darawshe (Abraham Fund) Yariv Oppenheimer and Hagit Ofran (Peace Now), Yael Patir (JStreet), Dr. Ran Pundak (Peace NGOs Forum), Ronen Shovol (IM TIRZU), Israel Harel (Yesha Council), Gidi Greenstein (Reut Institute), Dan Goldenblatt (IPCRI), Oren Posternack (Social

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Movement J14), Edi Zeiksner (Morashtenu), Aharon Barne'a (Parents Circle), attorney Eldad Yaniv and filmmaker Rani Bleier (National Left). Journalists Akiva Eldar and Seti Rechievski of Haaretz, Guy Meroz of Maariv Channel 10, as well as Rabbi Gilad Kariv, head of the Israeli Reform Movement. Current and former MKs Dr. Ronen Hoffman (Yesh Atid), Dr. Erel Margalit, Dr. Nachman Shai, Moshe Mizrahi,, Omer Bar Lev, Daniel Ben Simon, Michal Biran, Stav Shaffir, Yael Dayan, Itzik Shmuli, Isaac Herzog, and Eitan Cabel (Labor) - Meir Sheetrit (Hatnu'a) - Eti Livni (Shinuy) - Nino Abesadze, Doron Avital, Yoel Hasson, Shai Hermesh and Orit Zuaretz (Kadima) - Ilan Gilon, Zehava Galon, Isawi Frej, Mossi Raz, Tomar Zandberg, Michal Rozin, Nitzan Horowitz (Meretz) - Mohammad Barakeh, Hana Sweid, Dr. Dov Khenin (Hadash) – and Daniel Attar, head of regional council Gilboa. We also have the support of Mira Awad.

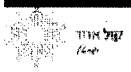
Credibility of Message

Our message gains its credibility through the grassroots, as it is truly expressive of the will the people. Our Youth Leaders and those students that we more broadly engage together in partnership with NUIS will serve as the foundation of our message, further bolstered by our list of influential supports that back our cause. Our wide variety of influential supporters each brings with them their own support-base, thereby broadening our capacity to reach a diverse array of demographics. The primary population focal points for the initial phases of this campaign are the mainstream youths of Israel between ages 16-35.

Thank you again for both your time and consideration. Please do not hesitate to contact me with any additional questions you may have.

Sincerely,

Best,
Tal Harris - Executive Director
One Voice Israel



From: Dastin-van Rijn, Michele [redacted]
Sent: Thursday, August 15, 2013 17:55
To: Tal Harris - OneVoice IL; Olsin-Windecker, Hilary S
Cc: Rider, James T (Tel Aviv); Rabens, Andrew C; marc ginsberg
Subject: RE: OVI ammended proposal

Thank you Tal. It is a very comprehensive proposal, and is very helpful. One thing we spoke about in Hilary's office was the partnering with NUIS. I don't believe I saw that mentioned. The other portion that maybe you called something different in the proposal was your research through focus groups. Will you be using this for your grass roots campaigns as well as the media/social media portion? Will you be looking at more innovative ways of gathering face-to-face on the

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lines of the speeddating concept, and perhaps using some of the influential people you have gathered to not only do the media campaigns but engage face-to-face? When ambassador Ginsberg was here, we discussed the credibility issue as far as who the message was coming from. It's great to have homegrown university students involved, it's great to have the NUIS, and also great to hear from people who can back up your points on why young people should care as far as pragmatic issues that affect them on a day to day basis. Thanks for any insights.

From: Tal Harris - OneVoice IL [redacted]
Sent: Wednesday, August 14, 2013 5:07 PM
To: Olsin-Windecker, Hilary S
Cc: Rider, James T (Tel Aviv); Rabens, Andrew C; Dastin-van Rijn, Michele; 'marc ginsberg'
Subject: OVI ammended proposal

Hello Hilary,
Please find attached the amended proposal for the U.S. government support for the OneVoice movement grassroots work. I believe it addresses all the issues we've discussed in our meeting a couple of days ago. Do let me know if something is missing still.

Thank you very much,
Tal Harris · Executive Director
One Voice Israel
[redacted]

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OneVoice Israel

Final Report

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U.S. Department of State Award Number: SIS70013GR143
Implemented by OneVoice Israel – Kol Echad
OneVoice for Two States Campaign Final Report – October 1st to November 30th

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Executive Summary

Thanks to the generosity of the U.S. State Department, OneVoice Israel (OVI) has implemented its OneVoice for Two States campaign to engage Israelis and mobilize them to actively support the peace negotiations and a two-state solution to the Israeli-Palestinian conflict. OneVoice Israel leveraged its vast grassroots activities of the past year to host a major conference on November 13th and introduce several new and exciting programs.

The objectives specifically funded by this grant include the following:

I. Campaign outreach;
II. Training for volunteers;
III. Campus organizers;
IV. Social media platforms, and;
V. Efforts to engage elite opinion makers to advocate for a two-state solution.

A summary of final activities achieved is described in greater detail below. Funds have been expended as anticipated.

Summary of Activities and Services Delivered

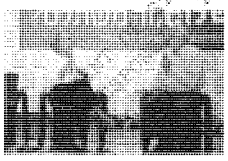

Figure 1 Tzipi Livni Speaking at the OVI Conference

OneVoice Israel's OneVoice for Two States campaign has been defined by its nationwide initiatives to build a broad coalition across civil society, the private sector, the Knesset, and others that share its vision. By combining powerful public campaigns, targeted legislative initiatives, and innovative media outreach, OVI is empowering Israelis to create the conditions in their society that will propel their leaders back to the negotiating table.

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After the summer's overwhelmingly devastating violence, OVI began to quickly work on reengaging the Israeli public on the importance and necessity of the two-state solution and the benefits that can impact the average Israeli in the event of a peace agreement. OVI revamped its "Peace it Pays Off" campaign with the launch of the "Peace it Pays Off at the Bar" events and a major conference held in Tel Aviv that elaborated on the core socio-economic issues related to the promise of the two-state solution.

Held on November 13th, over 500 Israelis attended the annual **OneVoice Conference,** which served as an important forum of discussion to explore the linkage between the conflict and the daily economic issues Israelis care about most - from affordable housing to food prices, from the job market to healthcare. Former Justice Minister Tzipi Livni, MK Zehava Galon, MK Yitzhak Herzog, and MK Shaul Mofaz were some of the noted political participants who took advantage of the opportunity to focus on the necessity of peace. "We are isolated and cut off," Livni told the crowd. "I used to think investing in settlements and in the periphery doesn't contradict – I was wrong. Money for settlements at the expense of developing towns is throwing money in the trash. We must create a process to decrease flames and go back into dialogue and negotiations with the Arab world and with the Palestinians."

In addition to major political heavyweights, other notable civil society leaders, economists, business people, diplomats, and journalists attended the conference, including U.S. Ambassador Dan Shapiro.

In a similar vein, **Peace Pays Off at Home** events were planned and held in homes across Israel, where Israelis invited their friends and families to tackle the tough issues related to peace and the future of their nation. **Peace Pays Off at the Bar** enabled OVI to engage with the young professionals of Israel in a casual atmosphere and continues to keep them involved and engaged in the pursuit of peace even after they graduate from university.

These programs mark a major step toward reaching Israeli society beyond university campuses and are designed to overcome apathy among Israeli moderates, empower OVI's activists, and build exponential volunteer capacity. The newly launched programs also provided an important opportunity for OVI to invigorate and inundate the Israeli public with the conversation on the importance of the two-state solution as Israel gears up for the March 17th Elections.

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Final Status of Goals and Objectives

The following are a list of expected outcomes from original proposal and the status for each.

1. 270 Strategies will train OVI staff.

Since January, 270 Strategies has held trainings with OVI on how to have effective persuasion conversations, membership recruitment best practices, volunteer recruitment best practices, and volunteer retention best practices. Workshops/strategy sessions have included power-mapping to choose targets, designing programs to make an impact, goal setting and choosing metrics to define and track progress, assessing capacity needs based on organizational goals, capacity building best practices and programs, and designing OVI's own team model to build capacity and meet goals while moving members and volunteers up the ladder of engagement.

2. OVI will train a core group of YLP volunteers with NUIS (National Union of Israeli Students).

Currently, of the 100 YLP volunteers recruited in conjunction with NUIS, 85 have remained committed to the Youth Leadership Program and its activities.

3. Based upon our previous campaigning experience, and the political trends that we believe we can take advantage of should the negotiations last the proposed nine months, we believe we can:

- *Engage 150,000- 200,000 Israelis through signatures/other calls to action (online and offline).*
- *Garner 80,000- 100,000 Facebook "likes", demonstrating a critical mass of young Israelis engaging with the campaign and showing support for negotiations.*
- *Circa 3million Israelis engaged in the campaign and its message via billboards, advertisements and PR derived from news coverage.*

OVI has engaged 345,721 Israelis through online signatures and pledges of support for the movement. Another 58,985 individuals have liked OVI's Facebook page to date, representing an increase of 32,334 likes since the project period began. Roughly over 1,333,333 Israelis were exposed to OVI's *Peace it Also Pays Off* media campaign across the country. Moreover, the top five posts that occurred in the funding period reached over 400,529 individuals. Cumulatively, more than 2,138,568 people were engaged in the

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campaign and its message via billhoards, advertisements, and PR derived from news coverage. Although these numbers are lower than those initially suggested in OVI's proposal, this difference can be accounted for by the fact that the negotiations did not last the proposed nine months as originally anticipated.

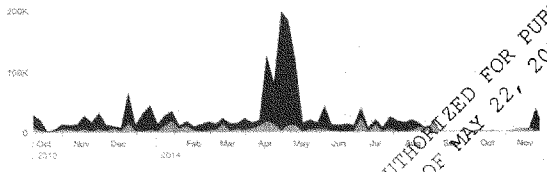

Figure 2: Total Reach Infograph represents the number of people who were served by any activity from OVI's Page including posts, posts to the OVI Page by other people, Page like ads, mentions, and check-ins

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Strengths and Weaknesses

End-of-year strengths include OVI's newly launched programs to reach a broader swath of the Israeli public beyond university students. OneVoice was also effectively able to overcome the large degrees of apathy and pessimism plaguing the Israeli public following the end of this past summer's violence in Gaza. Through aggressive outreach activities on campuses, social venues, and the average citizen's homes, OVI has worked diligently to put the conflict back on the political agenda in preparation for the March 17th Elections, ensuring a better-informed electorate who will vote with peace in mind and in support of a two-state solution.

The greatest weakness faced in this final quarter were those associated with attempting to engage a post-conflict society that is healing both physical and emotional wounds after a long summer marked by violence and hopelessness.

Monitoring and Evaluation

Measurement of OneVoice Israel's success is reflected through the number of youths willing to participate in OVI-sponsored events and recruitment, which is recorded at each activity. These tracked attendance rates can be found in the Annex.

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Concluding Remarks

OneVoice Israel is extremely grateful for the financial support from and partnership with the U.S. Embassy in Tel Aviv. The movement is proud to have been awarded these resources which enabled it to seize this critical moment. OVI looks forward to future opportunities for collaboration and support.

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Annex I: Final Activities Spreadsheet

SUMMARY OF ACTIVITES

January 2014 - November 2014	Current totals	
	# of events	# of individuals
Youth Leadership Training:		
YL skills training	9	213
Joint IEP training	2	11
National coordinators meeting	16	0
Individual YL training	0	0
Totals:	**27**	**224**
Citizen Negotiations:		
Town Hall Meeting	14	959
Joint event	0	0
Chapter meeting	18	142
Round tables	0	0
Totals:	**32**	**1101**
Campaign Activities:		
Demonstration	9	75
Recruitment event	59	111
Totals:	**68**	**186**
Other:		
cipation in conferences\demonstra	10	101
Meeting international visitors	1	16
Meeting MKs	2	2
New recruits South	N/A	230
New recruits Jerusalem	N/A	91
New recruits Centre	N/A	311
New recruits North		4
Totals:	**13**	**755**
GRAND TOTALS:	**140**	**2266**

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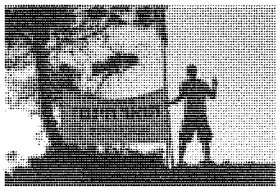
OVI October Report

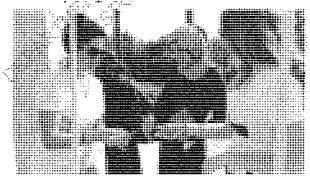
10.26 – 10.29.14 – On-Campus Recruitment Kickoff



After a long, challenging summer, Israeli universities reopened for a fresh, new school year. The centerpiece of OVI's operations in October focused on intensive on-campus recruitment drives throughout Israel as a commitment to keeping up the conversation on the promise of the two-state solution. OVI kicked off their recruitment efforts with a banner hanging activity outside of the University of Haifa. Waking up at the early hours of the morning of October 26th, OVI activists set out to find the best locations to increase visibility of their banners across the city of Haifa and strategically placed them outside of the University in celebration of a new semester. The activity was an exciting first step in putting OVI on the map in Haifa and the campus of the University of Haifa.

On the same day, OVI also set up recruitment stalls at the main entrance of Tel Aviv University in order to effectively reach as many students as possible. Overall, they received enthusiastic responses from the students, who expressed sincere interest in attending an upcoming OneVoice event and joining the University's chapter.

Recruitment efforts were also led at another Tel Aviv campus, the Academic College of Tel Aviv-Jaffa on October 28th and 29th. OVI maintained a strong presence during the College's return to campus celebrations. Many students approached the OVI stall excited to learn more about upcoming activities and [illegible]



Making a stop at Ben Gurion University on October 27th and 29th, OVI was able to spread the word on an upcoming panel featuring vocal women's voices for peace. Using creative recruitment techniques involving offering free coffee from cups labeled "Wake Up! It's Time for Peace!" OVI was able to

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maximize their exposure and elicit conversations on their mission and goals.

On Wednesday, October 29th, OVI recruited at Bar Ilan University, and overcame many challenges including being unable to physically enter the ground of the campus until they collected 100 signatures. Setting up a short distance away from the campus, OVI activists were able to speak with over 30 students on potentially opening a new chapter at Bar-Ilan.

OVI made their last and final stop at Hebrew University in Jerusalem from October 26th-29th. For three days, activists handed out fliers, lollipops, and held serious conversations with students on upcoming OneVoice activities and events. OVI activists were surprised by a visit from a member of their Palestinian counterparts, OneVoice Palestine, who applauded their commitment to a better future for both Israelis and Palestinians.

10.6. 14 "Peace Pays Off at the Bar" Launch Event

On Monday, October 6th, OVI launched their first event for the new "Peace Pays Off at the Bar" event at the popular Tel Aviv bar "The Prince." The new campaign focuses on engaging Israel's young professionals on the importance of peace between Israel and Palestine in a low-key, after work setting. Col. (ret) Miri Elsin, who served in the Israeli intelligence community and retired from active duty in 2004 spoke at the event and emphasized the need for mutual understanding. Captivating the audience, she said, "It's possible to achieve a peace agreement even though there is a lack of faith between the two parties as long as you learn the other side's narrative." By the end of the event, OVI had successfully signed up attendees on getting involved with OneVoice to support the two-state solution.

10.20.14 Geneva Initiative Training

OneVoice Israel staff participated in a Geneva Initiative training led by Brigadier General Israela Oron on Monday October 20th. 40 participants from across the political spectrum listened as Oron presented the history of the Geneva Initiative and stressed the importance of dedication, creativity, and tenacity in the pursuit of peace between Israel and Palestine. "Because people make decisions based on knowledge," General Oron told the crowd, "our goal is to make information about the two-state solution accessible to the Israeli people."

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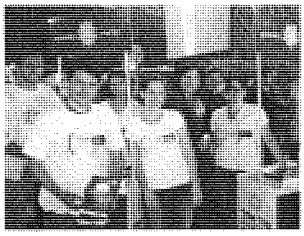
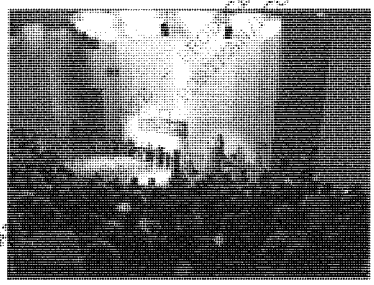
OVI November Report

11.1.14 OneVoice Israel Rallies for Peace at Rabin Memorial



Early November marks the anniversary of the assassination of Prime Minister Yitzhak Rabin, an Israeli leader who championed peace between Israel and the Arabs throughout his political career. Rabin's legacy was honored this year through two rallies held in central Tel Aviv's Rabin Square, the first being held on November 1st and being solely politically oriented. The second, held on November 8th had a special pro-democracy focus for various youth movements across the Israeli political spectrum. OVI's presence at both rallied enabled recruitment of new members and spreading the organization's mission for peace and a negotiated two-state solution. "The memorials were great exposure for OneVoice," said Northern Regional Director Nimrod Barnea. "We passed out a lot of flyers and raised awareness for our 'Peace Pays Off' Conference." Almost 30 attendees from the rallies signed up to learn more about getting involved with OneVoice.

11.13. 14 "Peace Pays Off" Conference



On Thursday, 13/11, OneVoice Israel hosted a major conference at the Einav Center near Rabin Square in the heart of Tel Aviv organized by OneVoice staff, activists, and volunteers. Over 500 Israelis packed the auditorium to hear political heavyweights like Minister of Justice Tzipi Livni, Opposition Leader Isaac Herzog, and former Shin Bet chief Yaakov Peri. Mohammed Darawshe, OneVoice Co-Founder and Co-Executive Director of the Givat Haviva Institute; U.S. Ambassador to Israel Dan Shapiro (on video); Meretz Leader MK Zehava Galon; journalists Ben Caspit and Nahum Barnea; and many others also spoke. A major centerpiece of the conference was the presentation of a new study

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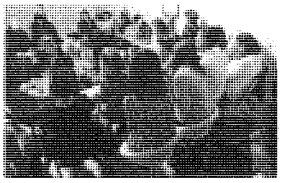
conducted by the AIX Group, a joint Israeli-Palestinian think tank, which demonstrated, among many things, a clear correlation between economic recessions in Israel and unrest in Gaza and the West Bank

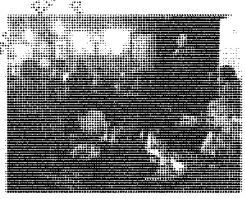
11.21.14 Geneva Initiative Trainings

OVI has been present at a number of Geneva Initiative Trainings throughout the month of November. These trainings have been conducted by notable leaders for peace between Israel and Palestine, such as Col. (ret.) Shaul Arieli, and Hisham Abdel-Raziq, a Gaza resident and Former Minister for Prisoner's Affairs and PLC member. The Geneva Initiative trainings have also allowed OVI staff to effectively network and promote the organization with other professionals and activists in the community especially during the Initiative's field experience trip. During the field experience, participants went to various vantage points to compare the current borders between East and West Jerusalem, including the separation wall, with the borders proposed by the Geneva Initiative peace plan. "When you see what the Geneva Initiative borders look like in person," said Elanit Green, "you know that peace is actually possible."

11.19.14 "Peace it Pays Off at Home" Event



OVI has generated significant momentum from its successful Peace Pays Off at the Bar event featuring Col. (ret.) Miri Eisin last October. One of the attendees at the event, a recent college graduate named Noa Praver, was particularly inspired by the event and volunteered to organize a "Peace Pays Off at Home" event at her apartment. Noa planned the event as a women's night, and invited her circle of female friends. 22 young women turned out to the event to hear special guest speaker Dan Rothem, a Senior Research Consultant for The S. Daniel Abraham Center for Middle East Peace, share his perspective on the Arab-Israeli conflict and how peace is indeed possible. Three attendees expressed interest in hosting their own "Peace Pays Off at Home" event, and 15 guests signed up to receive updates and information about how they can support OneVoice.



11.12. 14 "Peace it Pays Off at the Bar" Event in Hod HaSharon

On November 12th about 50 people came to Agnes Bar to hear

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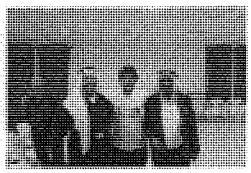
Gershon Baskin, founder of the Israel/Palestine Center for Research & Information and noted peace activist, speak about peace and how it can be achieved in these difficult times. "My motivation in taking part in this was due to the stagnation in peace talks. When we take to the streets, only then will we be able to make a real change," said event organizer Gil Gurievsky. The participants at the event were engaged by Baskin's talk, and 25 new people signed up to learn more OneVoice and the "Peace Pays Off" campaign.

11.20.14 Solidarity Delegation to Sakhnin



OneVoice Israel attended an extremely critical Arab-Jewish peace summit held in Sakhnin, an Arab city in northern Israel on November 20th. The event featured speeches and discussions about pursuing peace in Israel and Palestine, and it was attended by leaders from both the Jewish and Arab communities in northern Israel. OneVoice was represented by Northern Regional Director, Nimrod Barnea, and intern, Aaron Pilcher along with 25 other delegates to the summit, including Mazin G'Nayem, the mayor of Sakhnin. The speakers at the event included Mayor G'Nayem, OVI Regional Director Nimrod Barnea, and Leader of the Regional Council, Samir Hussein. "There is no other way but to live together," Hussein said, "it is impossible not to make peace." The summit helped to energize the leaders present toward working for peace in the region. "It's amazing how, in these times of terrible violence, we were able to meet with Arab and Jewish leaders to sit and talk peace," said Aaron Pilcher.

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OneVoice Israel

First Quarter Report

January 2, 2014

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U.S. Department of State Award Number: SIS70013GR143
Implemented by OneVoice Israel – Kol Echad
OneVoice for Two States Campaign First Quarter Report – October 15, 2013 to December 31, 2013
January 24, 2014

Executive Summary

Thanks to the generous support from the U.S. State Department, OneVoice Israel (OVI) has begun to implement its OneVoice for Two States campaign to engage Israelis and mobilize them to actively support the resumption of peace negotiations and a two-state solution to the Israeli-Palestinian conflict. OneVoice Israel began its campaign programming in October 2013 and plans to continue until July 15, 2014, regardless of the outcome of the negotiations that began at the end of July 2013. The campaign will proceed on three parallel tracks: 1) a combination of public relations, advertising and social media; 2) a cogent, scalable, and highly visible grassroots campaign and; 3) the seeding of elite influencers and respected voices that can reinforce the message and momentum produced by the grassroots and media work.

The objectives specifically funded by this grant include the following:

I. Campaign outreach;
II. Training for volunteers;
III. Campus organizers;
IV. Social media platforms, and;
V. Efforts to engage elite opinion makers to advocate for a two-state solution.

To date, the objectives of the grant are on track to be achieved and funds have been expended as anticipated, the results of which are described in greater detail below.

Summary of Activities and Services Delivered

OneVoice Israel is spearheading nationwide initiatives to build a broad coalition across civil society, the private sector, the Knesset, and others that share its vision. By combining powerful public campaigns, targeted legislative initiatives, and innovative media outreach, OVI is empowering Israelis to create the conditions in their society that will propel their leaders toward an agreement. In accordance with the movement's predetermined strategy requiring an initial emphasis on Youth Leader (YL) enrollment in the primary phase of the campaign, OVI campus coordinators spent October leading recruitment events across Israel. OVI promoted visibility of both the movement and its Youth Leadership Program (YLP) on campuses by setting up stands where prospective YLs could engage with campus coordinators one-on-one. Coordinators also distributed flyers and posters, in addition to making class announcements regarding about the program. As a result, the coordinators interviewed approximately 200 candidates each. This pool of applicants was whittled down to 100 students who were ultimately selected to enter the Youth Leadership Program, currently executed in partnership with the National Union of Israeli Students (NUIS).

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OVI held seven Town Hall Meetings (THMs) from November to December on seven campuses, resulting in the recruitment of 700 students. Two additional THMs were planned for the beginning of January, one of which was canceled by the American embassy. This resulted in nine total THMs in the first semester, approximately in-line with planned goals. Moreover, 54 recruitment events were held that led to 1,201 new enrollees. OVI additionally met its aim to host 100 new YLP participants in a half-day seminar.

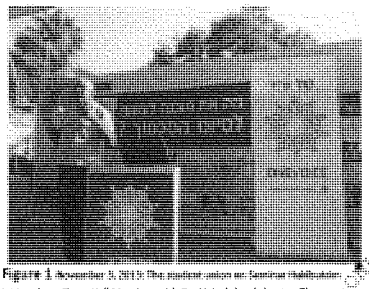

Figure 1 November 3, 2015: The student union at American University initiated two Town Hall Meetings with OneVoice's local chapter. The events took place outdoors and featured two members of Knesset, Moshe Mizrahi and Merav Michaeli. MK Mizrhai said: "The way we speak about the two-state solution is with too much nonchalance. Those who fail to understand the significance of the voices who push us into becoming a bi-national state, are missing out on our greatest strategic threat. Controlling another people never turns out right in world history". The event drew over two hundred attendees.

At present, plans are underway for an ambitious media campaign targeting mainstream, centrist Israelis in their 20's and 30's who are supportive of the two-state solution but largely alienated and indifferent to the peace process. The prospective campaign, entitled "Peace, It Pays," will illustrate to Israelis the economic benefits a two-state solution and an end to the conflict will bring, capitalizing on both new and traditional media.

Regarding of new media, it is significant to note that since October, OVI's Facebook page has received 8,747 new "likes": nearly a third more than during a similar period earlier in the year. Page "likes" are important because they reflect the number of people who voluntarily subscribe to have the movement show up on their newsfeed and this increase indicates a heightened interest in OVI's efforts, perspective, and information. To date, OVI has 37,120 page likes and a total post reach of 162,832. To put this in perspective, OVI is currently reaching 2% of Israel's national population through its Facebook page alone.

Partnerships

OneVoice has worked to evolve its partnerships in the first quarter, particularly with the Peace NGO Forum and 270 Strategies Consulting.

OVI has regularly taken part in the Peace NGO Forum's joint meetings. These meetings provide a venue where representatives of selected movements from the Forum and OVI's Caucus for Ending the Arab-Israeli Conflict can engage with one another and present plans for the coming year. OVI is currently aiding in the planning of an upcoming large demonstration calling for support of the ongoing negotiations, to be held in collaboration with the Forum.

To further streamline the grassroots foundation outlined in the original proposal, OneVoice has hired 270 Strategies to bring a new level of data-driven focus to OVI's grassroots efforts by implementing new

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methodology and lessons learned in its strategic efforts. 270 Strategies is run by the former head of grassroots mobilization for the 2012 Obama campaign, Jeremy Bird. Mr. Bird and his team visited OVI staff in December to begin training and make an assessment of the organization. During their trip 270 Strategies presented on such topics as:

- Improving the ladder of engagement to increase grassroots recruitment and retention of Youth Leaders and volunteers;
- Improving integrated grassroots and communications campaigns based on lessons learned from the 2008 and 2012 Obama Campaign;
- Time management and delegation best practices, and;
- Injecting the most cutting edge data practices into grassroots organizing.

To date, OVI has already begun to implement the recommendations provided by 270 Strategies. A PowerPoint presentation that accompanied OVI's first training session with 270 Strategies can be found in the Annex of this report.

Status of First Quarter Goals and Objectives

The following are a list of expected outcomes from original proposal and the status for each.

1. *270 strategies will train OVI staff.*

On Tuesday, December 12, 2013, 270 Strategies held a training workshop for 36 activists and members of staff at the OVI office. More training sessions are planned to occur throughout the grant period, a schedule for which may be furnished upon request.

2. *OVI will train a core group of YLP volunteers with NUIS (National Union of Israeli Students).*

On November 22, 2013, OVI officially opened the school year in a half-day seminar at Tel Aviv University together with 100 selected Youth Leaders and in cooperation with NUIS. Beforehand, NUIS had promoted OVI's Youth Leadership Program and allowed the use of their logo on materials for the seminar, adding credibility of the program amongst the participating students. NUIS Chairman Ori Reshtik greeted the students, after which OVI Executive Director Laura Talinovsky introduced the movement together with OneVoice Palestine representatives. Noa Rotman, granddaughter to former President Yitzhak Rabin, served as the keynote speaker and Michele Dastin-Van Rijn gave closing remarks.

It is also important to note that previously, NUIS, OneVoice, and the Caucus for Ending the Arab-Israeli Conflict planned to hold a student event in Ramallah with Abu Mazen. NUIS received an outpouring of negative student response surrounding this cooperation. As a result, the event was postponed and will now take place on February 2nd, led by OVI and the Caucus. OVI is in the process of revaluating its partnership with NUIS.

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Since that time, OVI has founded a political watchdog group consisting of 40 Youth Leaders. The first training session was held in the Knesset in December, and is serving as a pilot model that OVI hopes to replicate in the coming semester. Participants received instruction on the structure of the Knesset and legislation progress in an effort to more effectively monitor and expose the activities of Members of Knesset (MKs) and ministers, all the while insuring that the two-state solution remains on the agenda. MK Hilik Bar spoke with the students.

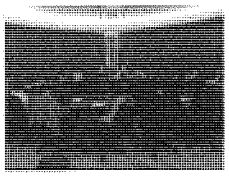

Figure 2 Watchdog group in the Knesset.

3. In November and December, OVI will host THMs in all 10 ca[illegible]p ses where we have established chapters. THMs will focus on the role of youth in the peace process and feature MKs of the Knesset Caucus OneVoice helped to establish, senior-level members of the security es[illegible]bli[illegible]ment members of the Palestinian Committee for Interaction with [illegible]ra[illegible]i Society, and debates with individuals and groups who oppose the two-state solution.

OneVoice Israel held seven Town Hall Meetings (THMs) from November to December. Each THM had an average of 96 students in attendance. Two additional THMs were planned to be held in the beginning of January (one of which featured American Ambassador Dan Shapiro, yet was cancelled by the embassy). In total there were nine THMs closely in line with our planned goal. 54 recruitment events transpired in the first semester, resulting in a net gain of 1,201 new participants.

Figure 3 Promoting Tzipi Livin's Town Hall Meeting in Tel Aviv University.

4. OVI will also execute a mass mobilization for the two-state solution in November at the annual memorial event for PM Rabin.

The event around Rabi[illegible]'s Memorial Day did not occur due to an internal conflict between the arranging organizations. OVI was able to have a recruitment stand at an alternative event planned and executed by the Dror Israel Movement.

5. Based upon our previous campaigning experience, and the political trends that we believe we can take advantage of should the negotiations last the proposed nine months, we believe we can:

- *Engage 150,000- 200,000 Israelis through signatures/other calls to action (online and offline)*
- *Garner 80,000- 100,000 Facebook "likes", demonstrating a critical mass of young Israelis engaging with the campaign and showing support for negotiations.*
- *Circa 3million Israelis engaged in the campaign and its message via billboards, advertisements and PR derived from news coverage.*

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As stated previously, OVI's Facebook page has 37,120 page likes to date, and its total post reach is 162,832. It is expected that the launch of the "Peace, It Pays" campaign later this month will keep OVI on-track to reach its intended goals.

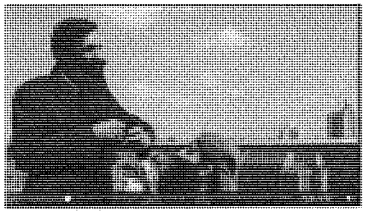

Figure 4 Viral video: "Peace agreement? Never gonna happen!" The video was initiated and produced by a group of youth leaders to demonstrate that making peace is possible, against all skeptics. The video shows how only the Jews with faith in a better future took the initiative in ancient Egypt to work for freedom, how even the visionary of Zionism – Theodore Herzl – was ridiculed by cynics for dreaming of a Jewish state, and similarly how Israelis cannot expect for reality to get closer to peace without fighting for it. When shared on OneVoice Israel's Facebook page, the video received 582 likes, 59 comments, 130 shares, and was seen by 52,464 people. The video was additionally sent in out to the 20,000 subscribers of OneVoice's newsletter, and was shared by NUIS.
https://www.facebook.com/photo.php?v=10152010220459258

Strengths and Weaknesses

Strengths of this first quarter include a higher-than-anticipated number of st d ts who expressed interest in joining the movement, the successful attendance rate of the Town Hall Meeting series, and overall ublic exposure, credibility, and p ol ty.

First qu rte weaknesses include a level of inability mobilize the people in recruitment events, ticularly in Haifa, Tel Chai, and Bar Il . se particular campuses have policy limits for on-campus political activity, which place restrictions on OVI recruitment efforts. Moreover, the uncertain progress of the negotiations has led to indifference and apathy from many Israelis.

Monitoring and Evaluatio PI n

Measurement of OneVoice Israel's success is reflected through the number of youths willing to participate in OVI-sponsored events and recruitment, which is recorded at each activity.

OVI is also processing a pre- and post-program survey that will be administered to participants from both a cohort group and comparison group at the beginning and end of each semester to enhance qualitative data rega ding the participants. The survey will collect information on demographics, school engagement, and level of sustained movement engagement. Successful programming will result in the most engaged participants graduating to increased asks to lead campaigns on campus. Attendance rates are additionally tracked to provide quantitative participation data, an example of which is found in the Annex.

To improve organization visibility on activities, a bi-weekly update newsletter goes out to all staff, in which those week's activities are detailed, a copy of which is provided in the Annex.

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Annex I: Summary Figures for First Quarter

SUMMARY OF FIRST QUARTER

Valid till 5.1	
Goals for the semester	**Figures**
90 recruitment events in 10 campuses – recruiting 2000 people	54 recruitment events in 11 campuses recruiting 1207 people
100 participants in the Youth Leadership Program taking part in a half day seminar	100 people were recruited to the youth leadership program and they participated in a half-day seminar
10 Town Hall Meetings recruiting 1000 people (average of 100 people per event)	9 Town Hall Meetings in 7 campuses recruiting 697 students (with an average of 96 students per event)

Two more THMs were planned for the end of the semester, one of which was canceled by the embassy, as stated previously. OVI will also hold several more Youth Leader recruitment events.

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Type of Event	Sum of Actual Event Turnout	Count of Event
Town Hall Meetings	**697**	**9**
Ben Gurion University - Beer Sheva	150	1
Hebrew University of Jerusalem - Arts and Science Campus Mt.Scopus	60	1
IDC – Herzliya	80	1
Sapir college – Sderot	32	1
Seminar HaKibutzim college - Tel Aviv	205	3
Tel Aviv University	150	1
David Yalin College	0	1
YL Campus Recruitment Events	**1[illegible]7**	**54**
Bar Ilan University - Ramat Gan	3	2
Ben Gurion University - Beer Sheva	314	8
Haifa University	20	4
Hebrew University of Jerusalem - Arts and Science Campus Mt.Scopus	167	9
Handing out flyers at Hebrew University of Jerusalem - Givat Ram Campus	N/A	1
IDC – Herzliya	32	2
OVI office	255	2
Sapir college – Sderot	38	4
Seminar HaKibutzim college - Tel Aviv	39	6
Tel Aviv University	329	10
Tel Chai college - Kiryat Shmona	5	2
Hebrew University of Jerusalem - Medicine Campus Ein Kerem	5	4
YL Half Day Seminar	**100**	**1**
OVI office	100	1
YL Training	**76**	**2**
OVI office	76	2
Final sum	**2060**	**65**

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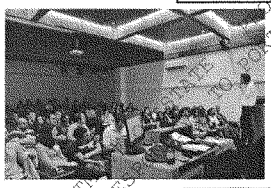
Annex II: OVI Weekly Updates

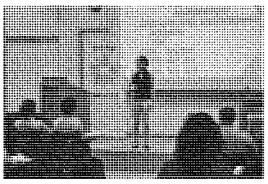
Weekly update 17-23.11

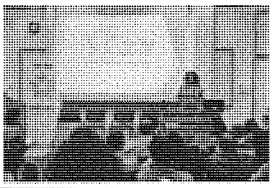
Grassroots activities

1. **OVI Recruitment:**
   a. Recruitment for the movement continues in all the campuses.
   b. Interviews for the leadership program have been held throughout this week. On Friday the 21st 100 participants were chosen from the candidates by the campus coordinators.
2. **Youth Leadership program opening of the year event:**
   a. The opening of the year event took place on the 22nd of November in Tel Av University and included 100 youth leaders that will participate in the 2013-2014 leadership program.
   b. The schedule for this event was:

09:30-09:45	Greetings from Uri Reshtik, chairman of the NUIS
09:45-10:30	Introduction to OVI – Laur Talinovsky
10:30-11:30	Speech by Noa Rotman, screen writer and Yitzchak Rabin's granddaughter.
11:30-12:00	Break
12:00-13:15	Introd c to VP – Wassim, Raya, Rina and Anwar
13:15-13:30	Closing words by Michelle Dastin Van Rijn, the Cultural Attaché for the American embassy, and Laura Talinovsky







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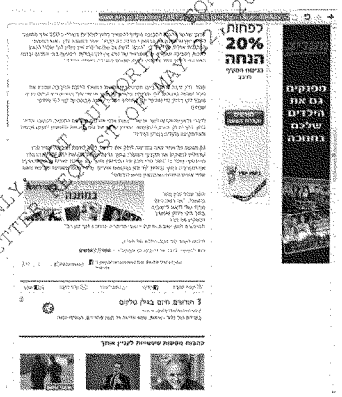
c. The event was very successful; the atmosphere was of excitement and motivation. The full hall of 100 new devoted Youth Leaders was very inspiring. The Youth Leaders come from diverse backgrounds including a variety of ethnicities such as Russian, Ethiopian, Arab-Israeli, secular and religious, from villages and cities all over Israel.
Noa Rotman gave a speech that was very motivating, answering difficult questions about the youth's role in peace as well as the Rabin family and Israeli society's role in addressing incitement to violence and negative responses to peace before it is too late.
The meeting with OVP, which for many Israelis in the room was the first encounter ever with Palestinians, was very stirring. OVP Youth Leaders shared their personal stories and talked about their activity in OVP. The audience was very intrigued and kept asking questions, at every pause more than 20 hands shot into the air wanting to ask the speakers about their experiences.
Michelle Dastin Van Rijn, the cultural attaché for the American embassy, and Eitan Schiffman participated in the event, and gave us very positive feedback.
We ended the talk emphasizing that there is a moderate partner on the other side working towards the same goal as us. They also highlighted our role as Youth Leaders in this important time of negotiations. You can see the full album here: https://www.facebook.com/media/set/?set=a.711262588898035.1073741840.114627918948 54&type=1



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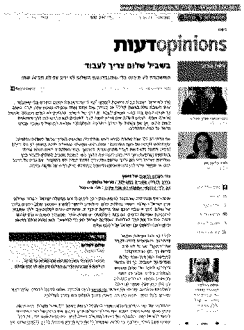
Media:

1. We released a response to an article in Maariv newspaper:
http://www.nrg.co.il/online/1/ART2/522/765.html?hp=1&cat=404&loc=2



גם ועת קול אחד יצאה בקריאה לחזק את ידיו של השר לאיכות הסביבה עמיר פרץ, שהחליט להשקיע את תקציבי המשרד בתוך מדינת ישראל לקראת היום שאחרי ההסדר. מהתנועה נמסר כי "השר פרץ מבין את המציאות ופועל נכון. מדינת ישראל צריכה להשקיע את תקציביה בתוך גבולות 67 ו-48, ומות אחרים. עלינו לבנות תשתיות לקליטת מאות אלפי אזרחי המדינה הנמצאים מחוץ לגבולות."

The OneVoice Movement has also given its support to strengthen the Minister for Environmental Protection Amir Peretz, in his decision to invest the offices budget within the state of Israel in preparation for the day after the peace agreement.

The movement was quoted: "The Minister Peretz understands the reality and is acting correctly. The state of Israel should invest its resources within the 67 borders and not in other places. We must build an infrastructure to absorb hundreds of thousands of citizens that are outside its borders."

2. Laura wrote an op-ed that was published on Ynet (the leading news website in Israel) this Friday. The column was designed to encourage the Israeli public to support the current negotiations and participate in the different peace initiatives that are going on all over the country. (Can be viewed on this link: http://www.ynet.co.il/articles/0,7340,L-4456482,00.html) We distributed the article on Facebook, putting it in central activists' groups and on MK's Facebook walls. https://www.facebook.com/kol.echad/posts/712473542110273

3. Registration to the new letter: we had 655 users subscribed to our newsletter. 283 of which were new subscribers.

OVP - OVI regular meetings:

1. OVP and OVI held our regular meeting: on November 21st. We discussed our current campaigns and activities. We spoke about our IEP training and advanced training that we decided to postpone until the 6th of December instead of the 29th of November as to allow enough time for permits and to not coincide with the launching of the OVP campaign in Jericho on November 29th.

Caucus events:

Tomorrow, November 25th, we'll have a caucus event in the Knesset to support the negotiations. The event is a cooperation of OVI with the Peace NGO Forum and the Knesset caucus.

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Roee and I met with MK Hilik Bar and we agreed to arrange future meetings urgently. We spoke about the planned visit of Israeli students in the Mukatta and Abu Mazen. The planned date for the moment is the 12th of December.

Staff activities:

1. We had a meeting with Aviva Moshkovitz manager of the "Million Hand for Peace" cam aign. They decided to take matters into their own hands and support the current negotiations. ey aim to reach a million people to join their website and Facebook page. Every month they will have an event with 15,000 cut out hands presented in a decorative way to sho ur ir su ort for peace. They have turned to all the peace organizations to help them. Th y re. unded when they heard about the negotiations and they plan to only work for t e e r o r months. We agreed to cooperate, invite our activists to their events and publish their project on our newsletter and Facebook page.
2. We had a meeting with Lucy Kurtzer-Ellenbogen, a Senior Program Officer in the Center for Conflict Management, where she coordinates the Institute's work on the Arab-Israeli conflict. We introduced her to OneVoice and our activities and tried o see where we can cooperate. She has promised to send us information about the training sessions they offer so we can maybe incorporate that in our YL upcoming seminars. She also has agreed to send us information about their online courses and see if they are of any interest. Her colleague Allison, who runs their training sessions, will be in Israel in the next si mon hs, so we have agreed to touch base and try and coordinate another meeting.
3. We met with Ron Pundak, head of t e J aeli Peace NGO Forum. We presented OVI's plans for the coming year and heard about where t e forum stands these days. We had an open and positive conversation about current affairs, the negotiation and future cooperation.
4. Dov Lautman passed away this mor ing we sent a condolence letter to the family and posted a status on Facebook in his mem y.

   The Status: The businessman, peace activist and educator, Dov Lautman, who died yesterday, was an integral a rt of OneVoice Movement. In the same way he refused to give in to this disease, he refused to accept the status quo of the conflict and fought to change it. May he rest in peace and here in OneVoice we will continue to strive and fulfill his vision.

Please feel free to write and comment me about the mentioned above.

Kind regards,

Laura Talinovsky

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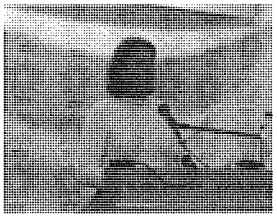
Weekly update 24.11-12.12

1. **Tzipi Livni event:** On 11/12 we had a successful event in TAU with Tzipi Livni. She spoke in front of the audience and stayed for a personal meeting with our students' chapter. 200 students participated (in spite of the storm), and 145 viewers watched online the live streaming of the event. We had broad media coverage and full cooperation regarding media with Livni's staff. They ga s full credit in the press release and OVI was mentioned in every media outlet. Here is Haaretz's coverage in English.
   Livni herself posted a status about us on Facebook.



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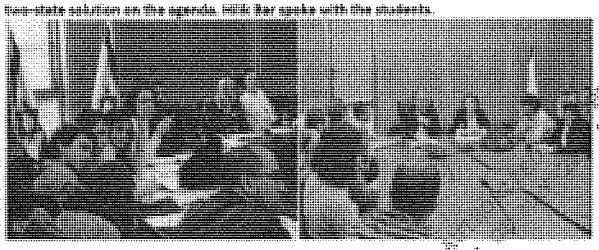
2. Political Guard (Watchdog) training: On Monday we had a training day in the Knesset for 50 students. They underwent training on the structure of the Knesset and the way of working in front of the legislature, in order to monitor and expose the activities of all the MK and ministers, and to set the two-state solution on the agenda. Nitzi Bar spoke with the students.

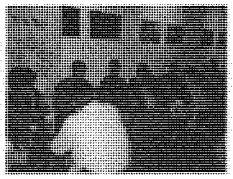


3. First chapter meetings: all of the chapters met this week, some in bars, and some in the universities. They started planning their first campus event of the semester.

Tel Aviv University Chapter:

Haifa Chapter:

Jerusalem University Chapter:



4. Visit of Israeli students in the Mukatta and Abu Mazen-
It will take place on Dec 15th. This event is organized by the NUIS and the caucus. Between 30-40 students from the YLP will take part in this event. This event has stirred the media in Israel, where many discussions in the media and Facebook addressed it.

5. Womart - the 13.12 "Peace Now" movement is organizing an event called "The left wing conference" and I will be speaking there together with all the peace organizations, leading politicians and activists. Here is the Facebook ad.

6. Upcoming events:
Monday the 16th at Hebrew University we're hosting the US Embassy Political Counselor, Keith Mines, to speak about Israeli-American relations.
Tuesday the 17th Gershon Baskin will participate in our event at Ben Gurion University about Hamas' place in the negotiation.
Wednesday the 18th in the IDC we're having a debate between OVI campus coordinator and The

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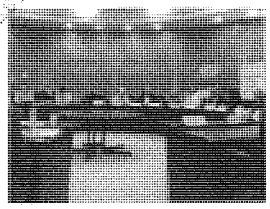
Jewish Home campus activist about two-state solution. The debate will be the heating performance for Tipi Livni's speech in the IDC.



Caucus events:

1. On Nov 25th we had a caucus event in the Knesset to support the negotiations. The event is a cooperation of OVI with the Peace NGO Forum and the Knesset caucus. In the caucus event were Tzipi Livni, Amram Mitzna, Yitzhak Hertzog and other Army officials, past Likud members and representatives from the leading peace organizations. The event was divided into three. First there was a discussion on the importance of peace from an army and security point of view. The second part was a discussion by ex-Likud members who believe it is essential to support a peace agreement. The last part was building an action plan for the next half a year. All the leading peace organizations upcoming events (amongst the OV) were screened to the audience invited to take part. The main message of this caucus was that all the organizations should work together in the next six months to support the peace agreement. I spoke and introduced planned events for the coming months.

Kind Regards,

Laura Talinovsky

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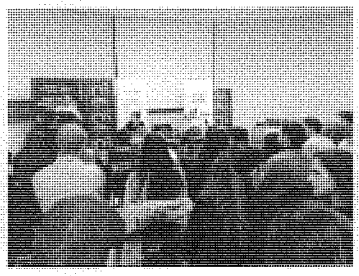
Weekly update 12.12-26.12

1. On Dec-18th we had a debate between our OVI campus coordinator and The Jewish Home campus activist about the two-state solution in the IDC. The debate was a warm up event for Tipi Livni's speech in the IDC. After her talk she stayed to have a personal chat with our chapter activists from the IDC.



2. On Dec 17th we hosted the US Embassy Political Counselor, Keith Mines, and a representative from the EU delegation who spo[illegible] b[illegible]t int[illegible]rnational relations with Israel in light of the Israeli-Palestinian conflict and what wil[illegible] prove should the conflict will be resolved. Due to the snow the event was hosted in a pub in Jerusalem instead of the university. This was the first big public event we held in Mount Scopus this year. We had 60 people in the pub and the event was very interesting with great questi[illegible]s and audience involvement.

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3. On Dec 16th our Ben Gurion University chapter hosted Gershon Baskin at an event where he spoke about Hamas' place in the negotiations. The event was packed with 150 students. We later got feedback about how interesting the event was. Many questions were asked keeping Gershon busy after the event.

4. On Dec 13th we participat[illegible] "The [illegible]ft wing conference." I spoke there together with all the peace organizations, leading politicians and activists. Here is the Facebook add. Click here for a link to the video of my speech.

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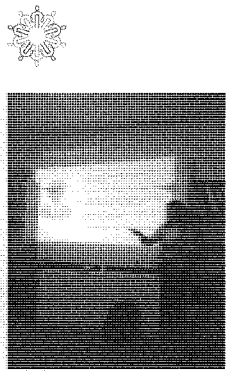

5. **270 training** – on Dec-17th the 270 Strategies team came to our office to train some of our activists. We had three workshops: the snowflake model, the ladder of engagement and time management. In the workshops our activists learned from the best grassroots training company in the field. The main topics discussed were how to expand the amount of people that are engaged with you in a way that is productive but also keeps people motiv and active. We explored the steps that need to be taken to slowly enhance the level of engagement the activist have and finally how to manage the people you work with proper management of meetings, individual management and pr per feedback.

6. On the Dec-12 we had a One Voice stand in the Ein Karem Campus in the Hebrew Universit . This is a very unique occurrence as this campus is also a hospital and there hasn't ever been a political stand there.

7. **Visit of Israeli students in the Mukatta and Abu Mazen** was postponed due to the snow. A new date s be scheduled soon.

8. **Upcoming events:**

   a. Jan 1st - an introduction to One Voice will take place in Seminar Hakibutzim as part of the politics week that is held there.
   b. Jan 5-6th - an exhibition of OVI and OVP photographs will be showcased in the Sapir College campus.
   c. January 5th - an event in David Yalin Education College in Jerusalem will take place. The topic will probably revolve around education in the divided city and its reflection to the conflict.
   d. Jan 14th - Dan Shapiro will come to the Hebrew University to speak to the students about Israeli-American relations in light of the current negotiations.
   e. Jan 16th - an event in Haifa University is planned to occur. The following MK's have agreed to attend: MK Zehava Galon and MK Amram Mitzna.
   f. Jan 17-18th we will be having a two-day seminar in Neve Shalom with our YLP.

Staff activities:

1. Daniel Lubetzky and Marc Ginsburg's visit to the region together with Josh Nerpel and Payton Knopf – during the visit Daniel and Marc met with leading political characters such as MK Isaac Hertzog, Ehud Olmert, Gabi Ashkenazi and Eitan Dangot discussing the various OV and Peace works projects and consulting with them on tactics and ideas for OV's activity. Marc also met with Avi Benayahu and Nimrod Ram from birthright to discuss future cooperation with OV.
2. Board meeting – during the visit we had the first meeting of the renewed board put together with the help of Baruch Spiegel. We have many new faces that seem highly motivated to be

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more involved in OVI's activity and campaign. Many suggestions were given that will be taken into account and reviewed.

Knesset

Roee and I had a Meeting with MK Amr [illegible] who wants to further his involvement in OneVoice and he will conduct a discussion in his educatio[illegible] committee together with OneVoice discussing the negotiations.

Kind Regards,

Laura Talinovsk

OVI Executi[illegible] Director

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Annex III: First Quarter Activities Spreadsheet

Date	Month	Event Type	Event Name	Description	Executor	Location of Event	OV Projections	Actual Event Turnout	OV Variance
October							**510**	**333**	**-177**
10/3/2013	October	Grassroots	YL Campus Recruitment Events	Tour to Hebron	OVI office	Hebron	55	55	0
10/7/2013	October	Grassroots	YL Campus Recruitment Events		IDC - Herzliya	IDC - Herzliya	20	20	0
10/10/2013	October	Grassroots	YL Campus Recruitment Events	Orientation day recruitment	Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	20	16	-4
10/10/2013	October	Grassroots	YL Campus Recruitment Events	Orientation day recruitment	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	20	30	10
10/12/2013	October	Grassroots	YL Campus Recruitment Events	Rabin Memorial	Tel Aviv University	Rabin Squre	20	12	-8
10/15/2013	October	Grassroots	YL Campus Recruitment Events		Tel Aviv University	Tel Aviv University	20	8	-12
10/17/2013	October	Grassroots	YL Campus Recruitment Events		Tel Aviv University	Tel Aviv University	20	3	-17
10/21/2013	October	Grassroots	YL Campus Recruitment Events		Tel Aviv University	Tel Aviv University	20	13	-7
10/23/2013	October	Grassroots	YL Campus Recruitment Events		Haifa University	Haifa University	20	5	-15
10/23/2013	October	Grassroots	YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	20	5	-15
10/23/2013	October	Grassroots	YL Campus Recruitment Events		Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	20	20	0
10/23/2013	October	Grassroots	YL Campus Recruitment Events		Sapir college - Sderot	Sapir college - Sderot	20	22	2
10/23/2013	October	Grassroots	YL Campus Recruitment Events		Tel Aviv University	Tel Aviv University	20	3	-17
10/24/2013	October	Grassroots	YL Campus Recruitment Events		Bar Ilan University - Ramat Gan	Bar Ilan University - Ramat Gan	20	3	-17
10/26/2013	October	Grassroots	YL Campus Recruitment Events	City Center Jerusalem Handout of posters and flyers	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	City Center Jerusalem	20	20	0
10/27/2013	October	Grassroots	YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college - Tel Aviv	20	5	-15
10/27/2013	October	Grassroots	YL Campus Recruitment Events		Tel Chai college - Kiryat Shmona	Tel Chai college - Kiryat Shmona	20	5	-15
10/28/2013	October	Grassroots	YL Campus Recruitment Events		Tel Aviv University	Tel Aviv University	20	4	-16
10/29/2013	October	Grassroots	YL Campus Recruitment Events		Sapir college - Sderot	Sapir college - Sderot	20	7	-13
10/29/2013	October	Grassroots	YL Campus Recruitment Events		Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	25	30	5
10/29/2013	October	Grassroots	YL Campus Recruitment Events	Outdoor screening of peace speeches	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	25	25	0
10/30/2013	October	Grassroots	YL Campus Recruitment Events	Outdoor screening of peace speeches	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	25	15	-10
10/30/2013	October	Grassroots	YL Campus Recruitment Events	Handing out flyers for Youth leadership program no registration intended	Haifa University	Haifa University	0	0	0
10/30/2013	October	Grassroots	YL Campus Recruitment Events		Tel Aviv University	Tel Aviv University	20	7	-13
November							**485**	**612**	
11/3/2013	November	Grassroots	Town Hall Meeting	Outdoor event - MK Moshe Mizrahi	Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	50	100	50
11/3/2013	November	Grassroots	Town Hall Meeting	Outdoor event - MK Merav Michaeli	Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	50	100	50
11/3/2013	November	Grassroots	YL Campus Recruitment Events	Handing out flyers for Youth leadership program no registration intended	Sapir college - Sderot	Sapir college - Sderot	0	0	0

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11/4/2013	November	Grassroots	YL Campus Recruitment Events	Entered classes and put up posters for Youth Leadership Program, no registration intended	Bar Ilan University - Ramat Gan	Bar Ilan University - Ramat Gan	0	0	0
11/4/2013	November	Grassroots	YL Campus Recruitment Events	Handing flyers and posters in the university for Youth Leadership Program no registration intended	Hebrew University of Jerusalem - Arts and Science Campus Mt.Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt.Scopus	0	0	0
11/5/2013	November	Grassroots	YL Campus Recruitment Events	Handing flyers and posters in the university for Youth Leadership Program no registration intended	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	0	0	0
11/5/2013	October	Grassroots	YL Campus Recruitment Events	Handing out flyers for Youth leadership program no registration intended	Haifa University	Haifa University	0	0	0
11/5/2013	November	Grassroots	YL Campus Recruitment Events		Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	25	28	3
11/6/2013	November	Grassroots	Town Hall Meeting	Outdoor event - MK Stav Shaffir and Dany Dayan	Sapir college - Sderot	Sapir college - Sderot	50	32	-18
11/6/2013	November	Grassroots	YL Campus Recruitment Events	Handing flyers and posters in the university for Youth Leadership Program no registration intended	Hebrew University of Jerusalem - Givat Ram Campus	Hebrew University of Jerusalem - Givat Ram Campus	0	0	0
11/6/2013	November	Grassroots	YL Campus Recruitment Events	Handing flyers and posters for Youth Leadership Program outside the university	Tel Chai college - Kiryat Shmona	Tel Chai college - Kiryat Shmona	0	0	0
11/11/2013	November	Grassroots	YL Campus Recruitment Events		Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	20	13	-7
11/12/2013	November	Grassroots	YL Campus Recruitment Events	Handing flyers and posters in the university for Youth Leadership Program no registration intended	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	0	0	0
11/12/2013	November	Grassroots	YL Campus Recruitment Events		Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	20	22	2
11/13/2013	November	Grassroots	YL Campus Recruitment Events		Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	20	17	-3
11/22/2013	November	Grassroots	YL Campus Recruitment Events	Sign up for Youth Leadership Program	OVI office	Cross country	150	200	50
11/22/2013	November	Grassroots	YL Half Day Seminar	Introductory Workshop	OVI office	Tel Aviv University	100	100	0
December									
12/5/2013	December	Grassroots	YL Campus Recruitment Events	Handing flyers and posters in the university no registration intended	Tel Aviv University	Tel Aviv University	0	0	0
12/9/2013	December	Grassroots	YL Training	Political Watchdog training in the Knesset	OVI office	Knesset, Jerusalem	40	40	0
12/11/2013	December	Grassroots	YL Campus Recruitment Events	handing out flyers for the upcoming event	Hebrew University of Jerusalem - Arts and Science Campus Mt.Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt.Scopus	0	0	0
12/11/2013	December	Grassroots	YL Campus Recruitment Events		Hebrew University of Jerusalem - Medicine Campus Ein Kerem	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	10	5	-5
12/11/2013	December	Grassroots	YL Campus Recruitment Events	Stands promoting Tzipi Livni Event	Tel Aviv University	Tel Aviv University	25	22	-3
12/12/2013	December	Grassroots	Town Hall Meeting	MK Tzipi Livni	Tel Aviv University	Tel Aviv University	100	150	50
12/12/2013	December	Grassroots	YL Campus Recruitment Events	Google docs sign up for MK Tzipi Livni event - published through Facbook and E-mail	Tel Aviv University	Tel Aviv University	250	257	

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12/16/2013	December	Grassroots	YL Campus Recruitment Events	Google docs sign up for Gershon Baskin - published through event on Facbook, E mail, stand publishing the event	Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	150	184	
12/16/2013	December	Grassroots	YL Campus Recruitment Events	Registration at the event	Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	0	4	
12/16/2013	December	Grassroots	Town Hall Meeting	Gershon Baskin	Ben Gurion University - Beer Sheva	Ben Gurion University - Beer Sheva	100	150	50
12/17/2013	December	Grassroots	YL Campus Recruitment Events	Google docs sign up for US embassy political counselor, Keith Mines and Jan Freigang a reprehensive from the EU delegation published on the event on Facebook	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	50	57	7
12/17/2013	December	Grassroots	YL Training	270 training	OVI office	ovi office	36	36	0
12/17/2013	December	Grassroots	Town Hall Meeting	US embassy political counselor, Keith Mines and Jan Freigang a reprehensive from the EU delegation in a bar in Jerusalem	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	50	60	10
12/18/2013	December	Grassroots	YL Campus Recruitment Events		IDC - Herzliya	IDC - Herzliya	20	12	-8
12/18/2013	December	Grassroots	Town Hall Meeting	Public Debate between our chapter coordinator and The Jewish Home campus activist a warm up event for Tipi Dror's speech	IDC - Herzliya	IDC - Herzliya	50	80	30
12/29/2013	December	Grassroots	YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	20	9	-11
12/30/2013	December	Grassroots	YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	20	16	-4
12/31/2013	December	Grassroots	YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	20	2	-18
January							**50845**	**51**	
1/1/2014	January	Grassroots	YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	20	2	-18
1/1/2014	January	Grassroots	YL Campus Recruitment Events	Handing flyers took pictures with 2 no registration intended	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	Hebrew University of Jerusalem - Medicine Campus Ein Kerem	0	0	0
1/1/2014	January	Grassroots	YL Campus Recruitment Events	Handing flyersno registration intended	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	0	0	0
1/1/2014	January	Grassroots	Town Hall Meeting	Introduction to OVI	Seminar HaKibutzim college - Tel Aviv	Seminar HaKibutzim college Tel Aviv	15	5	-10
1/2/2014	January	Grassroots	YL Campus Recruitment Events	Handing flyers and posterstook pictures with 2 no registration intended	David Yalin College	David Yalin College	0	0	0
1/2/2014	January	Grassroots	YL Campus Recruitment Events		Sapir college - Sderot	Sapir college - Sderot	20	9	-11
1/5/2014	January	Grassroots	YL Campus Recruitment Events	handing out fleyrs for upcoming event no registration required	David Yalin College	David Yalin College	0	0	0

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1/5/2014	January	Grassroots	Town Hall Meeting		David Yalin College	David Yalin College	20	20	0
1/6/2014	January	Grassroots	YL Campus Recruitment Events		Haifa University	Haifa University	20	15	-5
1/14/2014	January	Grassroots	Town Hall Meeting	US ambassador	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus	20		-20
1/16/2014	January	Grassroots	Town Hall Meeting	MK panal	Haifa University	Haifa University	30		-30
1/17-18/2014	January	Grassroots	YL weekend Seminar		OVI office	Neve Shalom	25		-25
January			YL Campus Recruitment Events		Bar Ilan University - Ramat Gan		25		-25
January			YL Campus Recruitment Events		IDC - Herzliya		25		-25
January			YL Campus Recruitment Events		Tel Aviv University		25		-25
January			YL Campus Recruitment Events		Seminar HaKibutzim college - Tel Aviv		25		-25
January			YL Campus Recruitment Events		Hebrew University of Jerusalem - Arts and Science Campus Mt Scopus		25		-25
January			YL Campus Recruitment Events		Ben Gurion University - Beer Sheva		25		-25
January		Communications	Analyzing the public response to the first campaign						0
January		Communications	Developing the second campaign in accordance to the public response to the first campaign						0
January		Communications	YL Campus Recruitment Events		Sapir college - Sderot		25		-25
January		Government	Knesset committee discussion		Kresset				0
January		Communications	Prepatory Stage						0
January		Communications	Expanded Hires						0
January			Media campaign running – till mid month						0
January		Communications	Development and finalizing media campaign - stage one						0
January		Communications	Testing Messaging Effectiveness - Focus Group						0
January		Communications	Testing Messaging Effectiveness - Youth leader/peer consultation						0
January		Communications	Building infrastructure for the "Hub						0
January			Launching the "Hub						0
January			Launching Media campaign – stage one "want' d adds		Central cities, Digital media, Online hub	Central cities, Digital media, Online hub			0
January			Facebook Campaign				50,000		-50000
January		Communications	Finalize Messaging						0
February							**275**	**0**	
February			Knesset committee discussi'n		Knesset				0
February			Assessing public needs and st ,ciolf* e negotiations						0
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Launching media campaign - Stage two						0
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
February			Municipal Recruitment Events		City to be filled in		25		-25
August							**0**	**0**	
8/8/2014			Work Shop for YL						

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One Voice Israel

Grassroots Campaign to Support Negotiations,
Project supported by the U.S. Department of State

Final Evaluation Report

September 2014

Prepared By

Dr. Maya Kahanoff[1]

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Executive Summary

This report is a summary evaluation of the "OneVoice Grassroots Campaign to Support Negotiations," a project aiming to engage Israelis and mobilize them to actively support the resumption of peace negotiations and a two-state solution to the Palestinian-Israeli conflict. The project was carried out by OneVoice Israel (OVI) during the period of October 2013- July 2014.

The evaluation relates to two main components of the project - the Town Hall Meetings (THM), aiming to create positive discussion around negotiations and bridge the gap between the people and the political leaders, taking place in various campuses throughout Israel; and the Youth Leadership Program (YLP), carried out in partnership with the National Union of Israeli Students. The evaluation was conducted by an Israeli researcher who accompanied the project throughout its course. The method employed for evaluating the programs combined qualitative and quantitative measures – data was gathered through observations of Town Hall meetings and Youth Leadership seminars and questionnaires were administered to participants in the various events.

The report consists of two parts according to the two project components evaluated: Part 1 deals with the Town Hall Meetings (THM); Part 2 deals with the Youth Leadership Program (YLP).

1. **The Town Hall Meetings (THM)** program held 20 events in major campuses throughout Israel, reaching around 1650 students all together, from a wide variety of academic disciplines and different political affiliations. The events featured Knesset members, senior security officials, peace activists, members of the Palestinian Committee for Interaction with Israeli Society, and some representatives of the European delegation to Israel. The events included lectures by experts and/or debates between representatives of opposite factions, followed by open discussions; an effort was made to emphasize the necessity of peace negotiations, the viability of a solution to the conflict (particularly the two-state solution), and the role of youth in the peace process.

2. **The Young Leadership Program (YLP)** aimed to recruit new students from higher education institutes throughout Israel, and train them to act on their campuses to promote peace, specifically the two-state solution in the framework of the OneVoice movement.

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The program also included students who were already active in the movement in order to deepen their training and help form a committed group of young leaders to act within the movement. Around 65 students participated in the five seminars held, some in the form of long weekends at a guesthouse and some half-day seminars at the university and on field trips. The program imparted knowledge about the conflict and proposed solutions, and tools and skills for activist action on the ground; time was also devoted to getting to know members of the group, exchanging experiences and insights from activities carried on the different campuses and consolidating a group of activists.

The findings indicate that these programs were valuable for the participants, inspiring them to be actively involved in promoting peaceful resolution of the conflict, specifically the two-state solution.

We can say that the THM events managed to put the subject of the conflict and the possibility of resolving it on the agenda and to stimulate discussions about it; 85% of the students attending the THM marked the event as successful. The events contributed to the students' knowledge on resolving the conflict (58% of the students); increased support for the two-state solution (56% of the students); and most notably, increased willingness to be active in promoting peaceful resolution of the conflict (70% of the students who participated in the THM reported that following the meeting their willingness to be active on the issue had increased).

At the same time, we noted that the project's main contribution was in strengthening the moderate camp – an important goal in itself, considering the increasing burnout and hostility met by peace activists in Israeli society and their growing despair. It can also be said that foundations were laid for continued activity on the campuses even after the end of the project.

We noted some of the challenges facing such activity, for example, the subject of support for a peaceful resolution and cooperation with the Palestinians brings out in Israeli audiences suspicion, cautiousness, and mistrust of the Palestinian partner. Therefore, we recommend that lecturers try to bring the audience closer to the subject, speak to both hearts and minds, express empathy for the difficulties facing Israelis/Jews at this time, and project inspiration and hope. At the same time, it is recommended that these events present complex positions, to break down the one-dimensional view predominant in situations of prolonged conflict; a black and white view and demonization of the other. Finally, we stressed the importance of professional moderation of such meetings and the need for strategic thinking about the possibility of addressing a mixed audience (Jews and Arabs studying at the same campuses), versus the possibility of addressing the Palestinian students who are citizens of Israel separately.

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The assessment of the YLP program found that as a whole, it met the goal of recruiting activists – some active in the present and some with the potential to join OneVoice activities in the future. The leadership program does seem to be relevant to young people; it answers an existing need of students who want to be involved and contribute to society and reinforces and empowers those students to be involved and provides a framework for activity. The program seems to be well-deployed throughout Israel, while most of its activists come from the three major universities (in Bersheva, Tel Aviv and Jerusalem) without enough presence in the periphery areas, the North and especially the South and the Gaza border communities.

The program is built on a central message that elicits identification and expresses a caring Jewish Zionist voice. This provides it with power of attraction and ability to contain a broad range of activists, although it is necessary to clarify and bolster the message. We point to some challenges encountered in this program and recommend widening the circle of activists to include activists from the periphery and from the moderate right; articulating the connection between the goal and the means and addressing the emotional dimensions of conflict resolution and peace promoting efforts such as the OneVoice grassroots campaign to support negotiations. In addition we recommend promoting professional facilitation; incorporating hands-on learning into the training and developing dialogic capacity to improve the activists' communication with members of their own society.

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Preface

This report is a summary evaluation of the "OneVoice Grassroots Campaign to Support Negotiations," a project aiming to engage Israelis and mobilize them to actively support the resumption of peace negotiation and a two-state solution to the Palestinian-Israeli conflict. The project was carried out by OneVoice Israel (OVI) during the period of October 2013 – July 2014.

Specifically the evaluation relates to two main components of the project – the Town Hall Meetings (THM), aiming to create positive discussion around negotiation and bridge the gap between people and the political leaders, taking place in various campuses throughout Israel; and the Youth Leadership Program (YLP), carried out in partnership with the National Union of Israeli Students.

The evaluation was conducted by an Israeli researcher who accompanied the project throughout its course. The method employed for evaluating the programs combined qualitative and quantitative measures - data was gathered through observations of Town Hall meetings and Youth Leadership seminars ad questionnaires administered to participants in sample events.

The report consists of two parts according to the two Project's components evaluated: Part 1 deals with the Town Hall Meetings (THM); Part 2 deals with the Youth Leadership Program (YLP).

Part One – Town Hall Meetings (THM)

1. a. Project Description:

The objectives of this project were: to promote awareness and create positive discussion around negotiations and the two-state solution in the campuses; to bridge the gap between people/ grassroots and their political leaders, and to mobilize students in those campuses to be active/ take an active role in promoting negotiation/the solution for the Israeli-Palestinian conflict.

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The program held 20 town hall meetings in major campuses throughout Israel-- 7 were held in the first semester (at the Kibbutzim College of Education in Tel Aviv, Sapir College - Sderot, Tel Aviv University, Ben-Gurion University, Beersheva, and the Hebrew University of Jerusalem); 13 events were held in the second semester (Tel Aviv University, Ben-Gurion University, the Hebrew University, Herzliya IDC, Sapir College and the Kibbutzim College); all together, reaching around 1650 students, from a wide variety of academic disciplines and different political affiliations.

The events featured MKs (mainly of the Knesset caucus which OneVoice helped establish), senior level members of the security establishment, peace activists who were involved in the Israeli-Palestinian negotiations, members of the Palestinian Committee for Interaction with Israeli Society and some representatives of the European delegation to Israel.

The events presented lectures by experts and/or debate between representatives of opposite factions, followed by an open discussion; effort was made to emphasize the necessity of peace negotiations, the viability of a solution to the conflict (particularly the two-state solution); and the role of youth in the peace process.

I. b. Outcomes and initial Impact:

The evaluation data was collected by questionnaires we administered to a sample of events: Tel Aviv University (3 events), Ben-Gurion University (1event), Hebrew University of Jerusalem(12 events), Bar Ilan University (1event) ; as well as by participatory observation at 10 events held at the various campuses throughout the year.

On the following pages, I will present the summary of statistical data, giving an overall picture of the campus event project's success/ initial impact.

In total, 170 people answered the questionnaire, 55% of them men and 45% women; the students were mostly undergraduates; 66% of them define themselves as holding leftist political positions, 34% defined themselves as center and right.[2]

In general, **it appears that these events managed to put the subject of the conflict and the possibility of resolving it on the agenda, to stimulate discussions about it and to**

[2] The participants were asked to define their political leaning on a scale of 1 to 5 , with 1 signifying "right" and 5 "left."

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move students to action, or at least to declare readiness to be involved in promoting the subject.

To the question "did you consider the meeting successful," **85% of responding students answered that the event was successful.** They singled out in particular the event at Tel Aviv University with the European representatives (100%) and the event in Jerusalem including the panel of women (92%).
Many students expressed appreciation for OneVoice: "Thank you so much, your activity is a blessing;" and "Thank you so much for inviting me and organizing the event;" and also: "don't give up, I haven't..."

I. **b.1. Town Hall Meetings' initial impact according to pre-defined indicators:**

The meeting's success was pre- defined by the following indicators: the event's contribution to learning about the peace process negotiations and the possibilities for resolving the Israeli-Palestinian conflict; the event's influence on strengthening the belief in the possibility of resolving the conflict; increased support for the two-state solution; and willingness to be active/involved in promoting conflict resolution.
The details are as follows:

* The campus events' contribution to adding knowledge on resolving the conflict was found to be positive: to the question "did the meeting add to your knowledge about the peace process and the possibilities for resolving the Israeli-Palestinian conflict," **54% of the students answered that the event contributed to their knowledge to a medium or greater degree.**

Students wrote: "I expected to hear more in-depth information;" "Tzipi Livni was very interesting but talked less about the process itself and more about what needs to happen for it to take place;" "Not enough was said about how the situation would look regarding the existing internal policy" and more.

* The events' contribution to increased support for the two-state solution was found to be positive: to the question "following the meeting did your support for the two-state solution increase," **48% of the students reported their support for this solution increased** following the event, by a medium to very high degree.

Students provided several explanations for this: some of their answers noted the support was present before the event: "I support it anyways;" "I supported it before, the encounter had no influence;" "My support was very high in the first place;" "In my opinion this is

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the only solution possible for both sides;" or also "I always supported this solution, and the encounter made me more supportive of immediate steps to achieve it."
Others explained their lack of support for this solution as follows: "I do not personally support the two-state solution but rather a single democratic state which would allow all of its citizens to live in equality;"

In a different part of the answers, students focused on the characteristics of the event which they found did not help increase support: "The encounter did not contribute nor did the politicians – they only detract. Personally, I will continue to participate and try to initiate educational activities in order to recognize each other;" "I was not convinced..." or "I did not notice this was the goal of the encounter at all;" and "of course everyone deserves to live in peace and on this land, but still I'm not sure if two states are the solution."

* To the question "following the meeting, did your belief in the possibility of resolving the Israeli-Palestinian conflict increase," **45% of the students** who reported the events had a medium to very strong impact on them reported they **strengthened their belief in the possibility of resolving the conflict**

In this context students wrote: "My opinion did not change. It may only have gotten stronger in that I cannot believe there is a chance to resolve it;" "The longing and wish for peace have gotten stronger, but the belief has stayed very skeptic;" or "My belief is there from before the encounter, the encounter did not strengthen it."

* **The events' strongest impact was on increasing willingness to be active:** to the question "following the meeting, did your willingness to be active on resolving the Israeli-Palestinian conflict increased," **61% of the students who participated in these events reported that following the event their willingness to be active on the issue had increased** (to a medium, great, or very great degree).

Students wrote: "Such encounters always awaken something that is certainly worthy of dealing with, and often it's all too easy to just repress it, therefore they are important and make a major contribution, in my view;" "It emphasized for me the importance of this kind of involvement." Someone wrote "I always wanted to be active, after this encounter that wish has grown much stronger;" "The encounter emphasized the complexity of the situation and the need to act on the matter."

But there were also those who wrote the following: "I won't be active because I am not sure of the repercussions of such an agreement;" and "I heard many interesting things

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though I was not convinced there is much that is in my power to do," and "the time limitations of first-year students and other activities kind of don't allow me to do more..."

In other words, it can be said that although these events did not make a very big contribution towards support for the two-state solution and strengthening the belief that the conflict can be resolved, they did **strengthen the willingness to be active in promoting the solution among some 61% of the students**.

I. b.2. The events' impact on participants of different political leanings

* Breaking down the answers by different political positions reveals a differential effect of the events on students belonging to the left, right, and center of the Israeli political spectrum, with the strongest effect on the students who self-identified as left.

35% of students from the left reported reinforced support for the two-state solution following the event (to a medium to very high degree,) compared to only 24% of the students from the center and right. Similarly, 72% of the students who self-identified as leftist reported their willingness to be active on the issue of resolving the conflict rose following the event, while among students from the center and right only 42% noted their willingness to be active on the matter increased.

The gap between the event's impact on right-wing and left-wing students is even bigger and more conspicuous when examining the breakdown of answers by political leanings within the campuses themselves. For this purpose we compared the events that took place on three different campuses: Tel Aviv University, Ben Gurion University in Beer Sheva, and the Hebrew University of Jerusalem:

- At the event at Tel Aviv University (on December 11, 2013)

65% of left-wing students reported their belief in the possibility of peace increased following the event, and 74% reported that their willingness to be actively involved increased; compared to 45% of right-wing students who reported their belief in the possibility of a resolution had increased, and 40% who reported their willingness to be involved increased following the event.

- At the event at Hebrew University (on March 31, 2014)

60% of leftist students reported their support for the two-state solution had increased following the event; 53% reported their belief in the possibility of a resolution had been strengthened and 69% reported an increase in their willingness to be actively involved in promoting the resolution of the conflict, compared to 35%, 30%, and 40% of the students from the center and right who reported increases on these variables (respectively).

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- At the event at Ben-Gurion University (on March 17, 2014)

There was no noticeable difference between right and left (possibly due to the effect of the loud protest of the Arab students). Reports of increased belief in the possibility of conflict resolution were low among students from all parts of the political spectrum (35% of the leftist students and 38% of the center and right students); at the same time, the reports of willingness to be involved which nonetheless increased were similar among all students (78% of left-wing students and 75% of right-wing students).

I. C. Summary and Recommendations

The activity of OneVoice on campuses throughout the past year enjoyed the broad participation of students of different subjects from all across the political spectrum. It can be said that the project's success was especially in raising the topic for discussion among young people aged 20-35 who were exposed to the activity of OneVoice; along with raising awareness of the possibility of resolving the conflict and the importance of discussing the option of the two-state solution **the activity raised the readiness of the young participants of the events to act to promote the solution** (whether by joining OneVoice, or by joining activities on the matter, or by raising interest in the subject).

At the same time, as described above, it is apparent that the greatest impact of these encounters was on students with left/left-of-center positions.
Additionally, the audience at the various campus events was not very heterogeneous, as mentioned above; a greater percentage of participants had left-wing positions (approximately 65% of the students defined themselves as left of the political center, compared to 35% from the center and right), so that the message's penetration into public discourse was somewhat limited.

We can therefore conclude that the project's main contribution was in strengthening the moderate camp – an important goal in itself, considering the increasing burnout and hostility met by peace activists in Israeli society and their growing despair.

It can also be said that **foundations were laid for continued activity even after the end of the project** – many young people were recruited for further activity, groups of activists were formed, and structures were created for future activities of this kind.
In addition, partnerships were formed with student organizations on the various campuses and with a number of peace organizations, for example, the Parents Circle - Families Forum (PCFF).

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I. **C.1. Success Stories:**

It seems the events that were the most successful were the event at Tel Aviv University in which the European representatives participated, and the event in Jerusalem with the panel of women experts.

* The event with European representatives (at Tel Aviv University on May 29, 2014) received the highest success rating: 100% of participants reported the event was successful. It appears this event, in which an optimistic point of view was presented – a vision of peace with economic and social benefits for both states and generous support from the EU – gave voice to complex and balanced perspectives. The European representatives presented their view of the conflict and the possibility of resolving it based on their involvement in attempts at negotiations and their familiarity with the central players, which lent the presentation credibility. Although they presented an external perspective on the conflict, by an outside neutral party, they did so with respect for both societies and with empathy for Israel's security needs.

* The presentation by the women experts (held in Jerusalem on June 19, 2014) was rated by 92% of respondents as successful. At this event, multiple complex perspectives were presented by three women who are experts in their areas, with different political opinions and from different sectors – military, diplomatic, commercial, and Orthodox. The presentations included a lot of factual information and at the same time also appealed to emotion. There was something very respectful and egalitarian in the women's dialogue that allowed each of them to lay out her point of view, her values, her experience and her aspirations, while avoiding bickering or discounting what the others said. Their presentations included their personal and professional stories, alongside their ideological points of view and the expansion of their sociopolitical visions. They spoke from the bottom of their hearts, and presented a model of multiple opinions, complexity, and mutual respect. The three of them were charismatic women who expressed (cautious) optimism, and their words aroused hope among the event's participants.

Following are quotes from participants: "Hearing this kind of people inspires me towards practical action, and knowing there is hope;" "Hearing from a woman who comes from within the military system... and that the Orthodox Haredim want peace encouraged my belief;" and also: "All of the women who spoke presented different facets but referred to the same solution, meaning it is possible to bridge the gap between the different communities in a joint solution!"

I. **C.2. Unsuccessful cases/Challenges:**

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The events that yielded the lowest impact on strengthening the belief in the possibility of conflict resolution were the three events with the Palestinian representative, member of the Committee for Relations with Israel.

At the event held at Ben-Gurion University in Beer-sheva (on March 17, 2014) only 35% of the students reported their belief increased following the event; at the event held at Tel Aviv University (on May 19, 2014) only 26% of respondents reported their belief had been reinforced following the event, and among 47% support for the two-state solution increased; at the event held at Hebrew University of Jerusalem (on March 31, 2014) 44% of respondents reported increased belief in conflict resolution and 50% reported reinforced support for the two-state solution.

The common factor at these three events is that the central speaker was the representative of the Palestinian Authority/member of the Committee for Relations with Israel, and many Palestinian students who came to the event (who had possibly come for that purpose) loudly protested against his speech. They accused him of not representing the Palestinian people (and even called him a traitor and collaborator) while trying to disrupt the lecture.

At Hebrew University, the Palestinian students even left the room in loud protest. It would appear that this event undermined the message of the possibility of peacefully resolving the conflict; the derision displayed by the Palestinian students towards the lecturer's positions, their anger and their accusations that he was a collaborator, undermined the sense that there is a Palestinian partner and destabilized the support for the possibility of a two-state solution.

Many Jewish/Israeli students responded with great disappointment to the hostile and fiery responses of the Palestinian students, which deepened their sense of suspicion and mistrust. In their feedback forms, they expressed pessimism as to the possibility of Israeli-Palestinian cooperation.

These quotes are from students who participated at the event at Ben-Gurion University: "I understood that his position [the Palestinian lecturer] represents a limited group;" "The arguments here kind of diminished the hope for peace in the future;" and even: "I understood there is no partner. The truth is I became more right-wing."

Similarly, students who participated at a similar event at Tel Aviv University wrote: "I felt that we are imagining a partner that does not exist. Especially because of the inflammatory responses of the Arab students;" and "I was exposed in-depth for the first time to the problems of polarization in Palestinian society and among Palestinians within

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Israel;" "The positions of the Arab students are very extreme and intolerant compared to what I expected from Israeli citizens. I doubt that Arabs on the West Bank and in Gaza are more moderate."

Students at Hebrew University wrote: "Sadly I discovered the gap was bigger than I thought;" "This is the first time I had a chance to encounter Palestinian Arabs face-to-face...Their pain seems much more real all of a sudden, but it also made me understand what a deep chasm there is between the Jews and the Palestinians..."

I. C. 3. The following are a number of Recommendations for improving this sort of activity:

*** Target audience and participant recruitment** – young people from the center and right need to be given greater exposure to the OneVoice message of the possibility of the two-state solution and promoting its support. There is a need to invest more in recruiting a heterogeneous audience. The problem in some of the events may have been the lack of separation between the message we want to promote - the two-state solution and the importance of negotiations – and the wish to promote the OneVoice movement and increase the number of activists in its ranks.

So for example, in advertising and marketing the event, perhaps the topic of the lecture and the purpose of the event should be given more emphasis than the movement's sponsorship (in most of the advertisements on campuses, the OneVoice logo was given a great deal of prominence, painting the event as a OneVoice activity which might have attracted students from the left while alienating and deterring students from the political-ideological right).

More closely involving different groups in planning the event (as was done at Bar Ilan University, in Ramat Gan where the "Im Tirtzu" movement was involved) might help expand the circle. It is also recommended to plan every event while taking into consideration the audience coming to it and the context in which it is held. So for example: if the event is held in peripheral regions (such as at Sapir College, Tel Hai College, etc.) topics relevant to local residents should be considered.

*** The program** – It is recommended for the lectures to speak to both hearts and minds: to provide information about resolving the conflict with an appeal to the emotions; to present objective facts while expressing subjective feelings; to emphasize the severity of the situation and the necessity of a diplomatic solution while also sketching a vision, giving hope and inspiring the audience.

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The subject of support for a peaceful resolution and cooperation with the Palestinians brings out suspicion, cautiousness, and mistrust of the Palestinian partner (even before the latest war in Gaza, and in its wake it seems the sense of threat and helplessness, and Israeli society's reclusion, have all increased). Therefore, it is important that lecturers try to bring the audience closer to the subject, perhaps through their personal stories (as the women at the Jerusalem event did), express empathy for the difficulties facing Israelis/Jews at this time (as the European representatives did at the Tel Aviv event) and project inspiration and hope – needed so badly by a wounded, disappointed, and fearful society.

At the same time, it is recommended that these events present complex positions, to break down the monolithic and one-dimensional view predominant in situations of prolonged conflict; a black and white view, with us/against us, right/wrong, and demonization of the other. So for instance, a nuanced view of the situation in each society could be presented, creating different divisions (like extremists and moderates on both sides); it is advisable to present various resolutions to the conflict to give a sense of plurality, and to present the difficulties and recognize the risks that exist in each of the choices.

Finally, it is important to present an alternative discourse (instead of the inflamed debate between politicians and in the media) – one that is attentive and respectful, to provide a role model for young people and to inspire them.

*** Choice of speakers** – it is recommended to rethink, perhaps redefine the goal of the activities on campuses and the messages being promoted at the events. For example, if in addition to raising awareness of the two-state idea, the goal of the project is also to increase trust in the possibility of such a solution (in order to increase support for it), speakers should then be chosen who project faith and conviction in the possibility of such a solution, trust in the existing partner, and hope.

It is also recommended to bring people with experience from the field, involved in diplomatic work in this area and familiar with the sides involved, to project trustworthiness and inspire faith.

Finally, it is recommended to include more women speakers. As the event in Jerusalem showed, the women's voice combines the personal with the political, hard facts with emotional depth, the particular with the general, etc.

*** Professional moderation** – The topic of the conflict, the focus of these events, touches on sensitive and controversial issues, and discussing it is expected to meet resistance

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from the audience. It is advisable to be prepared for the fact that merely presenting a political-diplomatic/non-violent alternative to the ongoing conflict brings out feelings of rage and criticism among many audiences.

Therefore, it is important to make sure the events are professionally moderated, by experienced moderators – whether senior OneVoice staff members or external professional moderators who can manage such sensitive discussions, create a space in which a multifaceted discussions can take place while legitimizing different opinions, handle hostile and vociferous responses from the audience, and ensure there is no boomerang effect (where views become more extreme following the event).

*** Further ideas for expanding the activity:**

It is recommended to consider expanding activity with high school students and cadets in pre-army programs;

Strategic thinking is needed about the possibility of addressing a mixed audience (Jews and Arabs studying at the same campuses), versus the possibility of addressing the population of students who are Palestinian citizens of Israel separately;

Finally, it is recommended to increase cooperation with additional peace organizations.

Part Two – Young Leadership Program (YLP)

II. a. Project description

The Young Leadership Program (YLP) seeks to recruit new students from higher education institutes throughout Israel, train them to act on their campuses to promote peace, and specifically to promote the two-state solution in the framework of the OneVoice movement. The program also included students who are already active in the movement in order to deepen their training and help form a committed group of young leaders to act within the movement.

The goals of the leadership seminar were therefore twofold: the first was to impart knowledge about the conflict and proposed solutions, and tools and skills for activist action on the ground. The second was to develop a group of young leadership in the movement that will "understand they are part of a movement...to feel esprit de corps."

The activity included five seminars: two seminars in the form of long weekends at a guesthouse and three more half-day seminars at the university and on field trips.

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A delegation of young student leaders also went to the government compound in Ramallah to meet the president of the Palestinian Authority.

The seminar program included lectures about the conflict, the role of civil society and more, and discussions about the core issues of the conflict and the role that movement activists can play in promoting a solution to the conflict. There were workshops on persuasion skills, campaign building, translating movement messages into activity on the ground, and negotiation; time was also devoted in the seminars to learning about the activity of student groups on the different campuses, getting to know members of the group and consolidating a group of activists.

Following is a brief description of the activities and the feedback given afterwards by the seminar participants.

1. **The opening meeting took place at Tel Aviv University on November 21, 2013,** with an emphasis on introducing the organization and recruiting students to the leadership program. 100 students came to the meeting from all over Israel.

The director of OneVoice Israel and the chairman of the National Union of Israeli Students introduced the OneVoice movement and the young leadership program for students at universities and higher education institutions in Israel. A film about the movement was screened and a lecture was given about activism and the importance of social involvement. Subsequently the director of OneVoice Palestine introduced the organization's Palestinian partners. Finally the participants were invited to join the OneVoice movement and sign up for the Young Leadership Program (YLP).

2. **The first weekend seminar was held at Neve Shalom/Wahat as-Salam on February 14-15, 2014.** It included 65 participants (44 filled out questionnaires).

*The political characterization of the participants: 90% described themselves as left of the political center in Israel and 10% as center and right.

* Division by campuses: most participants came from the major universities: Hebrew University (27%), Ben-Gurion (27%) and Tel Aviv University (12%).
Representatives came also from Bar Ilan University, the David Yellin College in Jerusalem, the Open University, the Interdisciplinary Center (IDC), the Academic College of Tel Aviv Yaffo, Haifa University, Kibbutzim College of Education and the Sapir Academic College.

The seminar included lectures about the roots of the Israeli-Palestinian conflict (by a veteran leading peace activist) and the role of civil society in promoting peace (by a

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Knesset member from Meretz). Both lectures put an emphasis on the need for making peace, thetwo-state solution and conveying a message of reconciliation; workshops were held to develop persuasion and campaign-building skills, following a presentation hy a media consultant and films; the activists from the different groups were introduced to each other and a hasis was created for a group of activists.

3. **A delegation of 75 students from OneVoice traveled to Ramallah to meet the president of** the Palestinian Authority Mahmoud Abbas (Abu Mazen) on February 16, 2014.

The meeting was organized by the Knesset Caucus for the Promotion of a Solution for the Israeli-Arab Conflict headed by MK Hilik Bar in conjunction with OneVoice. The meeting was attended by dozens of Israeli peace activists, leaders and members of the Palestinian Fatah movement and the world press.

The CEO of the OneVoice movement spoke about the Israeli desire to end the conflict peacefully, and expressed the commitment of many young people in Israel to peace and specifically to the two-state solution. Abu Mazen voiced the Palestinian government's commitment and his deep personal commitment to peace. He emphasized the need to create a Palestinian state alongside Israel as a necessary condition for the continued existence of the Jewish national home. The Palestinian president briefed the Israeli participants about the reconciliation agreement between Hamas and Fatah, emphasizing its conditions: abandoning violence and recognizing Israel.

The main message of the encounter was the need for dialogue and return to the negotiating table is the only way both sides can solve the conflict as winners. After the speeches there was time for questions and several students/young leaders and activists from OneVoice were interviewed for the Israeli and international press.

Following are several quotes from participants at the meeting indicating its transformative significance:

One of the OVI activists wrote: "Abu Mazen decided to meet 300 Israeli students to prove his commitment to peace and to prove to us once and for all that we have a true partner for peace. He talked about all the core issues, answered difficult questions, he made clear he does not deny the holocaust happened and that he recognizes the state of Israel. **I heard this from him first hand and I can honestly testify - we have a true partner for peace. Now, the ball is in our court..."**

One of the students/ from the YLP program wrote: "For years I did not believe there was a chance for peace, I was hopeless, I did nothing for promoting it ....But today was

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something special meeting with Abbas. Something else. Despite all the etiquette I felt something very informal about the meeting. He read from a page, carefully choosing his words.... [which] made me feel that it is most important to him, [that] he wants it. **He comes across as a partner, and it gave me a second of hope."**

And also: "We don't agree on everything: the refugees, recognition of Israel as a Jewish and democratic state, incitement. But **there is also much in common** (at least our people on the left): **two states for two peoples**, stop the settlements and East Jerusalem as the capital of Palestine and West Jerusalem as Israel's capital."

4. **The young leadership group went on a tour of Jerusalem given by Ir Amim on March 14, 2014**

The tour traveled along the separation fence, in Palestinian neighborhoods and a refugee camp, exposing the randomness and offensiveness of the separation fence; it revealed the grim situation in East Jerusalem, the lack of basic infrastructures, the requisitioning of land to build the fence and the gaping disparities between those neighborhoods and West Jerusalem. At the end of the tour the participants held a heated discussion.

The extremely powerful tour was eye-opening for many participants who did not know about the harsh reality. They said they had been ignorant about it. As one participant wrote: "The tour forced me to take a more complex look at my own city." Another wrote: "When you go on a tour and you see the injustice in your own field of vision that you were used to ignoring, it's not a pretty sight. It's not pleasant. But the first step towards the solution is the willingness to see my city in a different light."

5. **Another weekend seminar was held at Sdot Yam on April 26, 2014. It included 60 participants** (33 filled out questionnaires).
   * The political characterization of the participants was: 94% described themselves as left of center.

* Division by campuses: Hebrew University (21%), Ben-Gurion (18%) and Tel Aviv University (18%).

Representatives came also from Bar Ilan University, the Open University, the Interdisciplinary Center, the Academic College of Tel Aviv Yaffo, Haifa University, Kibbutzim College of Education and the Sapir Academic College.

The program included a lecture about Israeli-Palestinian trade by the chairman of the Israeli Chamber of Commerce; a negotiation workshop given by a senior coach from the NEST company; a recruitment and persuasion workshop; a meeting with OneVoice

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activists and a conversation with the founder of the Social Guard (as a possible model for political activity by OneVoice - the Political Guard). Time was also devoted to cell activity, simulations of campus activities and teambuilding.

6. **The fifth and final meeting was held at Tel Aviv University on July 25, 2014. It included 30 participants** (23 filled out questionnaires).

* 96% of participants defined themselves as left of the political center.

* Division by campuses: the biggest contingent was from Ben-Gurion University (48%); followed by Tel Aviv University (17%) and Hebrew University (13%). Several representatives came from Bar Ilan (9%).

In the seminar that took place during the fighting in Gaza (in a sheltered space on the campus with limited attendance) there was a new atmosphere: the new director of OneVoice presented her vision for the movement while showing a picture of a complex and tense situation. She laid out new objectives for activity: a political objective – influencing the next election campaign and raising the visibility of the issue of resolving the Palestinian conflict, and a social objective domestically – confronting the internal social crisis and trying to reach out to different parts of society.

Her presentation and the subsequent discussion addressed the activists' difficulties and dilemmas at the present time as a result of the escalation of the conflict, and especially the tension between the wish to maintain partnership with the Palestinians on the one hand and the need to avoid losing legitimacy in Israeli society on the other (a dilemma which other peace organizations are facing at this time as well).

Her presentation was followed by the Palestinian director of OneVoice Palestine over Skype about the situation in the Palestinian community following the war (the deep separation and the loss of trust in the Israeli partner). In his description of the lack of faith and plummet in support for the two-state solution the speaker emphasized the change that occurred in the current Palestinian discourse, in which the concepts of justice and rights have taken center stage.

The speaker reviewed the activity taking place as part of the Palestinian OneVoice and shared the difficulties of the Palestinian activists who are trying to fight against prevailing perceptions and promote the message of nonviolence in partnership with the Israelis, on the one hand, and to remain relevant and legitimate, on the other – similar to the dilemmas facing the organization in Israeli society.

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A brief lecture was given by the director of the leadership program about psychological barriers in protracted conflicts (siege consciousness/mentality, black and white perceptions and feelings of mistrust, despair and lack of hope) followed by a lively discussion. The discussion addressed the role of activists at the present time (to be the voice of moderation and balance the inflamed discourse) and the possibility of changing the nature of the activities needed at this time (for instance emphasizing the connection and showing solidarity and empathy for different parts of Israeli society).

After a brief presentation by the American Consultant to OneVoice, who emphasized the motive of hope (the future offered by the Obama campaign to voters as a success engine), several activists shared meaningful experiences they had recently and raised ideas for development and additional activities.

I believe this meeting constituted a summary of the past year's activities (which did not leave a significant mark) and signaled a new era of more nuanced work. Future activities will have to contend with new challenges and tensions that emerged in both societies simultaneously. These include harsh feelings on both sides, lack of faith in the possibility of resolving the conflict, lack of faith in the existence of a partner on the other side, fear, anxiety and despair. Nonetheless there was an atmosphere of hope in the group of activists and a desire to rise to the call and do a thorough, effective and committed job.

II. b. Seminars' Outcome and initial Impact:

To evaluate the contribution of the seminars to training the young leaders we administered questionnaires at the first long seminar, the middle one and the last meeting. The evaluation of the seminars' contribution to training the new leaders was measured by the following variables: addition of knowledge and tools, reinforcing the belief in the possibility of resolving the conflict, increase in support for the two-state solution and their willingness to be activists for the cause.

Following is the summary of the statistical findings followed by participants' responses in the questionnaires they filled out.

In general there was an increase in seminar participants' feeling they had knowledge and tools about the conflict and its resolution and particularly a rise in willingness to take action to promote peace and the proposed two-state solution, as a result of participation in the seminars.

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Following is the contribution of seminar participation to the various indicators defined for the program's success:

- Participants were asked: how would you define the extent of **your knowledge about the negotiation process and the possibilities for resolving the Israeli-Palestinian conflict?**

In the first seminar, 88% of participants defined their knowledge as medium or higher (3-5), in the second seminar 93% of participants defined their knowledge as medium or higher, and in the last seminar 95% of participants defined their knowledge as medium or higher.

In the open answers to this question there were some who noted that they had been dealing with this subject for some time. "I try to read, to keep track all the time." Some noted that their knowledge came "mainly from the media and from OneVoice." Others wrote that they still had more to learn: "I feel there is a lot of information and questions I cannot answer," and "I would be very happy to receive more information. Most of my information comes from the news and that is not enough." "I feel I do not have detailed enough information to hold an effective debate on the subject…To go out and do fieldwork I would need more knowledge."

- Participants were asked: "To what extent do you have **tools for work on the ground to promote resolution of the Israeli-Palestinian conflict?"**

In the first seminar, 75% of the participants defined the tools they had for action in the field as medium or higher (3-5). In the second seminar 78% defined their tools as medium or higher and in the third seminar 82% of the participants defined their tools as medium or higher.

In the open answers to this question participants in the first seminar noted the tools they possessed before participating in the seminar: "writing, thinking, voicing an opinion, changing public opinion;" "activity in the new media and face-to-face activity on the street;" some emphasized their conversation skills in person and on Facebook but "without significant action in the field." The emphasis was on the need to acquire experience in activism, as one participant wrote: "I don't have much experience and would be happy to get some."

Many participants described the contribution of the seminars as follows: "We learned how to be politically effective, received tools and support for activity on the ground." Many also appreciated being part of a movement: "Through the movement I have the ability to organize an event or a demonstration."

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Specific subjects and activities that were singled out for mention were the skills workshops: "The workshop with Adi Biederman taught me a lot. And I use the tools she provided frequently." Also: "Vanessa was great! The lecture was just right!" Many also mentioned the meeting with the Palestinian activists on the other side and the contribution of the encounter and exchange of views with activists on the ground. "Brainstorming and talking with other activists helped me expand my knowledge on the subject."

There were also participants who noted they still lacked knowledge and tools: "I don't feel I acquired enough tools;" "I feel confidence on this subject but I always feel I am missing knowledge and more tools;" and "I would be happy to obtain better negotiating skills and knowledge about the roots of the conflict." Somebody noted that "activity was limited at the field stage – few activism tools after the recruitment stage."

- Participants were asked about their **belief in the possibility of resolving the Israeli-Palestinian conflict.**

In the first seminar, 95% of the participants expressed belief at the level of medium and more (3-5) in the possibility of resolving the Israeli-Palestinian conflict, in the second seminar 96% said so and in the third seminar 91% expressed the belief at the level of medium and up in solving the conflict.

Participants who expressed a high level of belief wrote: "There is no choice and the peoples are ready for it;" "It is the only solution and belief in it keeps me from feeling desperate and hopeless." Some attributed that belief to their character: "I am an optimist and believe in a solution;" some to the change of the political context: "This year with the end of the deadlock and the return of the subject to the news I am filled with hope;" "I believe we can reach an agreement and this is a critical time for an appropriate correct peace activity in civil society to guarantee the process." Another wrote: "If I didn't believe it I would not spend so many hours on OneVoice."

However, there were participants who noted that their belief was weakening: "Unfortunately I am presently less optimistic and can hardly see how to resolve the years-long obstacles." "We are going through difficult times of shaking up of all of our beliefs." Some brought up the radicalization of both societies: "Both Israeli and Palestinian societies are radicalizing and very little constructive action is being taken on either side;" "As much as I wish it were different, sometimes when I see the vital and active and strong right wing (I loose hope…);" or "I think the only obstacle is that extremists from both sides have taken over public opinion."

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- Participants' were asked about their **support for the two-state solution.**

In the first seminar, 97% of the participants expressed medium to high (3-5) support for the two-state solution, in the second seminar 96% said so and in the third seminar 95% expressed support for the two-state solution.

In their answers participants explained: "I see no other way;" "it is the most pragmatic solution;" "It makes the most sense to me/the lesser evil…No solution will please everyone." Also: "I think it is the right solution, first of all for us."

- Participants were asked about their **willingness to be active in the solution of the Israeli-Palestinian conflict.**

In the first seminar 97% expressed willingness to be active in resolving the Israeli-Palestinian conflict on a medium level or more (3-5), in the second seminar 96% said they were willing to be active in resolving the Israeli-Palestinian conflict on a medium level or more and in the third seminar 100% of respondents said they were willing to be active in resolving the Israeli-Palestinian conflict on a medium level or more.

Many noted they were already active in OneVoice in organizing groups at the various universities; in the Political Watch program or different initiatives to promote peace (in the Labor Party; Meretz; Voice for Peace; Ta'ayush).

Other interesting comments on this note: "I try to be active in different organizations but it's hard to feel I'm making a difference;" "It's hard to act on this subject – there are many opinions and counter opinions in the public and peace is not in the consensus either;" "The movement should be based on regular ongoing activity with clear goals and not on ad hoc campaigns."

In general the participants expressed satisfaction with the seminars: "It was a great seminar;" "Very instructive;" "A very interesting seminar. I learned a lot;" and someone even wrote: "Unbelievable!"

Recommendations given by the participants:

- To add professionals: "The workshops were good but I think there should be more knowledgeable professionals, including in disciplines like history and civics and to tell about actions that worked in other places in similar circumstances;" "a great seminar, I would have liked more external input of contents and lectures."

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- To cooperate with other organizations that work in the field of peace: "It would be great to see people from different sectors (such as religious)…It is important to learn and cooperate with organizations doing similar things."

- There was also a recommendation to change the nature of the activity: "We should discuss the meaning of grassroots because we are not really that right now."

II. c. Summary and Recommendations

II. c.1. Successful aspects of the program:

Let us begin by stating that the leadership program succeeded in drawing a broad audience beyond young people already active in the area of peace (people who defined themselves broadly as left of center but were not active).

We should note there are not many organizations that manage to address young people. As a whole, it seems that the program met the goal of recruiting activists – some active in the present and some with the potential to join OneVoice activities in the future.

The leadership program does seem to be **relevant to young people**; it answers an existing need of students who want to be involved and contribute to society (politically centrist and left of center) and reinforces and empowers those students.

The program is **effective in recruiting activists** to the movement, raising their motivation to be involved and providing a framework for activity.

The program seems to be well-deployed **throughout Israel** but most of its activists come from the three major universities (Beersheva, Tel Aviv and Jerusalem) without enough presence in the periphery areas, the North and especially the South and the Gaza border communities.

The program is built on a **central message** that elicits identification and expresses a caring Jewish Zionist voice. This provides it with power of attraction and ability to contain a broad range of activists, although it is necessary to clarify and bolster the message.

The goal of **providing training and enrichment to activists** was achieved partially (based on participant feedback and seminar observation). The participants were exposed to knowledge about society and politics, were introduced to the OneVoice movement and

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acquired tools and skills (especially of presenting a subject, recruiting activists and negotiation).

The goal of team building and maintaining activist commitment to the movement was achieved partially. The program presented the cooperation with the Palestinian organization and the exposure of the Israeli participants (face-to-face or through Skype) to the Palestinian director and activists was mentioned as extremely significant. That meeting introduced them to the activity on the other side and the dilemmas of the Palestinian activists trying to work for peace within a situation of worsening conflict, occupation and the war in Gaza. The Israeli activists come out of that meeting encouraged to convey the message to their society that there is a partner on the other side.

II. C. 2. Challenges and Recommendations for future activity:

- **Widen the circle of activists:** recruit activists from the periphery (not only from central Israel) and recruit activists from the moderate right.
- **Articulate the connection between the goal and the means**; clarify the message that the movement wishes to convey, the purpose of the different activities and the role of the activists; explain to the activist the broader meaning of what they are doing. **There is a need to make a distinction between the goal of promoting the message (of the two-state solution) and the goal of promoting the One Voice movement.**
- **We recommend investing** in thorough young leadership training in order to empower them and improve their ability to promote change on such a sensitive subject that cannot be defined as "Hasbara" - public diplomacy).
- **Invest in developing knowledge** on the relevant subjects – historic, political and psychosocial knowledge.

  We recommend exposing the activists to theoretical knowledge **about psychological aspects of the conflict**-- barriers to peace; and different theoretical perspectives on dealing with conflict resolution.

  Historic knowledge about different solution attempts proposed in past agreements that were signed, and introduction to different proposals on the agenda today (the Arab Peace Initiative, the Geneva Initiative etc.).

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Knowledge about Palestinian society – there is a lack of understanding of the situation in Palestinian society today, the difficulties and barriers facing Palestinian peace activists, the asymmetry, anti-normalization sanctions etc. Also understanding of the importance of concepts such as justice and equality (and sovereignty) in Palestinian society.

- We recommend incorporating **hands-on learning** into the training so that the activists undergo a meaningful experience that helps them relate to the subject emotionally; to understand the feelings of threat, anger, vulnerability, despair and apathy (the "no solution" consciousness) that permeate Israeli society today. We argue that the connection between the political and the emotional level is extremely important when it comes to changing positions/raising consciousness of the possibility of resolving the conflict, when issues of trust and suspicion, victimhood and fear are key obstacles. Furthermore, the activists will get to know themselves in this context (where they stand on the issue, what they find easy/hard), which will help them deal with different reactions they encounter during their activity.

  We recommend developing **discourse skills** needed to lead multi-vocal conversations allowing different opinions. Accommodating difference of opinion is necessary in order to deconstruct the monolithic, one-dimensional and confrontational discourse that prevails in states of escalating conflict, and encourage a complex and reflective discourse, to counter the voices of unity and silencing of voices that are not within the consensus.

  We also suggest developing **dialogic capacity** – which entails a respectful and accepting attitude towards the other (whether outside or inside society) in order to improve the activists' communication skills with members of their own society while showing empathy and compassion. This requires a special effort at the present time in light of the deterioration of the discourse and the rise of racist and violent trends.

- We further recommend **maintaining continuity of program** -- communication with/between the activists in between the seminars. This might be the reason for the dropout of participants in the program (from 200 who signed up for the leadership program down to 60 from the second to the fourth meetings and 30 at the final meeting).
  We also recommend setting up a **support/ follow-up system** for the activists; a space for sharing, mutual support and ongoing reinforcement of the activists to help them deal with difficulties that come up during the activity (angry reactions to their work; attacks on their opinion/de-legitimization and threats); to discuss

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the dilemmas that arise during the activity and to absorb and respond to feelings of disappointment, confusion and question marks that arise among the activists.

- **Cooperation with other organizations.** We finally recommend connecting with young members of other movements/peace organizations, for example, informing each other of activities, sharing successful strategies and difficulties, and even holding joint training sessions.

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Appendix 1. Summary of event questionnaires – One Voice (THM)[1]

	Number of questionnaires	Distribution according to political position - percentage of center-right	Did you consider the meeting successful?	Percentage of respondents who answered the meeting contributed knowledge about the peace process	Percentage of respondents who answered that the meeting strengthened their belief in the possibility of resolving the conflict	Percentage of respondents who answered that following the meeting their support for the two-state solution increased	Percentage of respondents who answered that the meeting increased their willingness to be active on resolving the Israeli-Palestinian conflict
Tel Aviv University, December 11, 2013	28	57.85%	No data	57.14%	67.86%	No data	67.86%
Beersheva/Ben-Gurion University, March 17, 2014	31	25.8%	80.64%	64.51%	35.48%	No data	77.42%
Hebrew University of Jerusalem, March 31, 2014	50	40%	99.9%	50%	44%	50%	57%
Tel Aviv University, May 19, 2014	19	21.05%	80%	52.63%	26.32%	47.37%	50%
Ramat Gan/Bar Ilan University, May 21, 2014	14	64.29%	50%	35.71%	28.57%	21.43%	28.57%
Tel Aviv University, May 29, 2014	13	38.46%	100%	46.15%	35.5%	46.15%	69.23%
Club in Jerusalem, June 19, 2014	15	20%	92.31%	53.33%	80%	60%	66.67%
Summary of meetings	168	35.12%	85.35%	53.57%	45.24%	47.71%	61.31%

[1] The questionnaires were administered at a sample of 7 events selected out of the events that took place on the various campuses from December 2013 to June 2014

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Appendix 2. Summary of questionnaire findings from Young Leadership Program (YLP)

	February 14 Seminar 1 at Neve Shalom/Wahat as-Salam	April 26 Seminar 2 at Sdot Yam	July 25 Seminar 3 at Tel Aviv University
Knowledge about the conflict and the possibilities of its solution	88%	93%	95%
Tools for action on the ground	75%	78%	82%
Strengthening belief in the possibility of resolving the conflict	95%	96%	91%
Support for the two-state solution	97%	96%	95%
Willingness to be active on the subject	97%	96%	100%

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To: Ratney, Michae [redacted]
Cc: Lempert, Ya [redacted] Gavito, Jennifer [redacted] Buangan, Richard [redacted]
From: Leslie, Rachel D
Sent: Fri 2/28/2014 5:26:20 AM
Importance: Normal
Subject: FW: URGENT FROM ONE VOICE: Pushing More Grass Roots Initiatives Leading Up to & Post Kerry Framework Announcement
MAIL_RECEIVED: Fri 2/28/2014 5:26:00 AM

Michael,

You had asked for a draft e-mail regarding the OneVoice Palestine project. Please see below.

Rachel

Dear Martin and Frank,

We saw the message from Ambassador Ginsberg regarding One Voice's ideas for continued engagement with Palestinian and Israeli audiences regarding the peace negotiations and garnering public support for them.

First, I should commend One Voice – particularly the staff of OneVoice Palestine (OVP) – for its efforts to date. OVP is one of few groups willing, able, and credible enough to venture into discussions with average Palestinians regarding the sensitive topics surrounding the peace process (e.g. demilitarization, the Framework Agreement, the benefits of peace, etc.). Although OVP has an uphill battle in shifting public opinion, its staff and volunteers are committed and optimistic enough to believe that change can happen. Activities such as its "One-Minute" campaign in Nablus and various other locations in the West Bank, in which youth leaders take the initiative to engage Palestinians one-on-one in the streets about the political process, demonstrates real courage, activism, and a desire to empower the Palestinian public in playing a role in ending the conflict and supporting their future.

I think that in addition to evaluating the viability of the new OV initiatives mentioned below by Ambassador Ginsberg, it is important to step back and evaluate some of the ways in which the current relationship between OVP and the Consulate General can be strengthened so we can help OVP succeed and assist in the process to whatever extent possible. I've provided a few suggestions below.

- **Understanding the overall** OV **strategy for engagement with the Palestinians.** We'd appreciate seeing OVP's overall strategy for engagement with the Palestinians in supporting the two-state solution and peace talks, as this would give a better understanding of what OVP is trying to achieve month by month. ConGen is only funding a part of its overall strategy, so getting the "big picture," would be beneficial. There are several current initiatives in the e-mail below with which we are less familiar (e.g. televised "Peace Café," status of its Wattan TV episodes and when they are airing, the education campaign for younger Palestinians, the "agribiz social entrepreneurial venture," etc.). Being able to preview the strategy – in addition to the OVP activities we're actually funding, which we often do not receive in enough time to allow us to complement or highlight OVP's efforts – would be appreciated.

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- **Read-out of "atmospherics" and anecdotal comments.** One of the key components of the agreement ConGen has with OVP states that OVP report back to us on atmospherics and general sentiment, as obviously these are very important to our understanding of the current peace negotiations and the feeling "in the street." This happens unevenly, but is crucial to enriching the reporting that we do on this front. As an example, the quick and timely read-out of OVP's Nablus activity referenced above has helped our POL section gain a better sense of the pushback that organizations that are supportive of the peace process are facing.

- **Understanding of potential shifts in public opinion.** Our agreement with OVP also specifies that OVP will conduct and provide us data regarding public opinion polling (e.g. pre- and post-surveys from its activities, etc.). To date, we have not seen even raw numbers, let alone analysis. From the few atmospheric reports we have seen indicates that OVP is fighting a very uphill battle already – and perhaps not very successfully. Without public opinion data that OVP keeps promising, though, it's hard to know if the tide is shifting at all. And while OVP claims that it has a Facebook following of 58,000, we cannot assume that this correlates with support of the peace talks.

If anything, we'd appreciate additional data and analysis from OVP on results and outcomes of the programs and activities it has already successfully implemented. If there is discussion in Washington of providing OV additional funding for the OVP programs that Ambassador Ginsberg outlines below, I recommend we proceed carefully, and that we clearly outline our expectations for them.

Michael

SBU

This email is UNCLASSIFIED.

From: Blumenfeld, Laura
Sent: Tuesday, February 25, 2014 1:30 PM
To: Buangan, Richard L; Ordeman, Leslie T; Olsin Windecker, Hilary S; Dastin van Rijn, Michele
Subject: Fw: URGENT FROM ONE VOICE: Pushing More Grass Roots Initiatives Leading Up to & Post Kerry Framework Announcement
Importance: High

Your recommendations? Below. Thanks

From: Lowenstein, Frank G
Sent: Monday, February 24, 2014 11:09 PM
To: Amr, Hady; Kreutner, Kevin

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Cc: Indyk, Martin S; Blumenfeld, Laura; Goldenberg, Ilan S
Subject: FW: URGENT FROM ONE VOICE: Pushing More Grass Roots Initiatives Leading Up to & Post Kerry Framework Announcement

Following up on my first email, here's the latest missive from Marc

From: Marc Ginsber [redacted]
Sent: Monday, February 24, 2014 3:26 PM
To: Indyk, Martin S; Lowenstein, Frank G
Cc: Daniel Lubetzky; Marc Ginsberg
Subject: URGENT FROM ONE VOICE: Pushing More Grass Roots Initiatives Leading Up to & Post Kerry Framework Announcement
Importance: High

Martin/Frank:

One Voice has several major initiatives planned in the coming weeks to activate more grassroots support for your efforts, but there is more that we want to do, but need more resources to make it happen.

Here is what is CURRENTLY underway in summary form:

PALESTINE:

- OV is convening throughout Palestine TELEVISED "**Peace Café**" town hall-type meetings to maintain a consistent effort against BDS and anti-normalizers;

- OV is also conducting a symbolic and event driven "Wake Up for Peace" campaign by distributing thousands of coffee cups with printed info to support a TSS and Abbas.

- We just had Obama's former campaign field directors working with us in Palestine to ramp up creative efforts at the grassroots level, particularly aimed at naysayers who are opposing Abbas in the Fatah Central Committee by criticizing Kerry's efforts.

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■· OV also launched an education campaign in Palestine to introduce Kerry's background and aspirations to younger Palestinians.

■· The Abbas – 300 Israeli university student meeting was a great success in so many respects. We worked closely with MK Bar to make this happen from our network of One Voice youth leaders.

■· Peaceworks LLC: In a couple of days our Palestinian professional consultants will complete the Feasibility Study for the agribiz social entrepreneurial venture we discussed with you, which will now include the Government of Morocco, the High Atlas Foundation, Mohammed Mustafa and other Palestinian business leaders as partners.

ISRAEL:

■· In a couple of weeks, OV will unveil a fully integrated media/grassroots "**Peace It Also Pays**" (Shalom, Ze Gam Meshtalem) ad campaign extolling the economic value to younger Israelis if Kerry's efforts succeed. It is "micro-economic focused" compared to BTI's broader "macro-economic" focus.

■· OV is widely distributing background information on John Kerry in all of our events to better introduce him to Israelis.

■· OV is organizing several dozen major campus-focused town hall meetings to support the Kerry framework proposals.

■· Knesset "Peace Caucus" We are working hard to stabilize and increase the number of MKs in the Caucus (currently at 42) by reaching out to Likud and Kadima MKs.

■· Kerry Meetings with Israelis: We have proposed to Embassy Tel Aviv some ideas for "informal" opportunities for Kerry to meet with "average, younger" Israelis from the "middle of the road." Waiting to hear back.

There are a great deal many more activities we are engaging in, but did not want to overwhelm you with details.

WHAT IS IN THE PIPELINE—WHAT WE ARE PLANINNG AND NEED HELP ON

■· **"Partners Beyond The Wall" Television/Social Media Campaign** Several weeks ago I sent to Laura Blumenfeld and Andy Rabens a television/social media program proposal to

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CDP-2015-2-0000610

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produce 2 one-half hour television programs and 20 social webcam videos introducing the more modern/moderate Palestinian face to Israelis. The program would be filmed in Palestine and translated into Hebrew for airing on Channel 10. The production budget is **$350K**. We have not heard back from anyone at State.

■· **Israeli Women Meeting with Abbas:** Abbas mentioned to our Israeli staff in Ramallah he is interested in hosting a meeting of Israeli women at the Muqata. We are beginning to put that together and have already discussed this today with folks around Abbas today in Ramallah.

■· **Palestinian Meetings with Netanyahu/Peres/Knesset**: If we can convince the Muqata and the GOI, we want to do a "reverse" delegation meeting of Palestinian university students to Israel as follow on to our breakthrough meeting we arranged several months ago between MKs and Palestinian Assembly leaders.

■· **Petition Drive in Israeli and Palestine**: Once the framework proposals are unveiled and the debate begins, OV is considering launching a paper/paperless (i.e., facebook and other social media website-based) petition drive to help sustain the momentum of the negotiations…focusing on key constituencies in both Israel and Palestine that need to be mobilized to support the effort. We are focusing on hundreds of thousands (in Israel we want to get at least several million)signatories.

■· **Joint Israeli/Palestinian "Youth Leader" Delegation Trips to the API States:** While this would have more bang for the buck for Israelis than Palestinians, I want to organize a series of delegations to visit the UAE, Qatar, KSA, etc. to meet with leaders who support the API in order to produce major media in Israel about the support the API signatories have for the Kerry effort to resolve the conflict.

For us to undertake these efforts, we need more funding from State. The budge for "Partners Beyond the Wall" is **$350K plus we will need another $750K** to get the other plans underway as part of a joint public/private funding goal we set of $2,000,000 to support Kerry's efforts. Daniel is doing so much to help me raise private sector funding; we are at it morning, noon and night.

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But if we are going to get these plans underway we cannot wait indefinitely for someone at State to pry open the USG wallet. I mentioned to Frank last week of the urgency of the request, but wanted you both to see how extensively we are ready to engage to incubate your efforts on the ground in both Palestine and Israel in the weeks ahead.

How can we move this request forward ASAP??

Finally, Daniel and I are trying to come up with some ideas to support Abbas with the Palestinian "street" when the framework proposals are announced. We know that nothing is going to move Palestinians unless and until they have something in hand in the framework proposals that actually shows tangible Israeli movement on final status issues (i.e., Jerusalem and borders, for starters). Do either of you have some ideas you or bas your team considered what more we can do together to back Abbas up with more public efforts in Palestine that would combat BDS and the anti-normalizers?

Guys, you know Daniel and I are moving on all cylinders to back you up…and we intend to throw the kitchen sink into anything we can do provided we have the resources to do it!

Marc

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October.

Name, date, description, participants, media impressions, lessons learnt, additional notes

Caucus visit to the Mukata
* 10.7.2013
* 15 members of the Knesset caucus for Ending the Israeli-Arab conflict from Labor and Ha'tnua Party, as well as representatives of OneVoice Israel, met President Abbas in his offices, in which he condemned the shooting in Psagot settlement a couple of days before and sent condolences for Shas' spiritual leader Rabbi Ovadia Yossef's family and followers after his death that day. Due to the death of Yossef, several MKs of Shas who were supposed to attend the visit could not do so. It also made it harder to get media attention in Israel. Nevertheless, the visit was positively covered on all major channels in Israel, Palestine along with key international channels. Here are some examples:
www.nytimes.com/2013/10/08/world/middleeast/meeting-with-israelis-palestinian-leader-strikes-a-conciliatory-tone-on-peace-talks.html
www.nrg.co.il/online/1/ART2/511/890.html?hp=1&cat=404
www.haaretz.co.il/news/politics/1.2134683
www.jpost.com/LandedPages/Subscribe.aspx
www.maannews.net/eng/ViewDetails.aspx?ID=636820
NOTE: LAURA NEEDS TO SEND PHOTO OF HER AND ADY BALDERMAN AND HILIK BAR WITH ABBAS

Launching the "Knesset Watchdog"
OVI initiated a body of 25 activists who are trained to monitor the work of the Knesset and the government around the Israeli-Palestnian conflict. This body will enable citizens to know what public officials are doing to advance the peace process, pressure them to do so and track MK that are working to undermine the TSS.
www.facebook.com/kol.echad/posts/719877761369851

Kick-off meeting for OVI and NUIS Youth Leadership Program
* 10.3-11.20
* OVI began to outline recruitment for actively supporting negotiations and joining the OVI and NUIS Youth Leadership Program. Outreach continued then, please through the OVI facebook page and newsletter, as well as through the NUIS' page
www.facebook.com/photo.php?fbid=520670268021610&set=a.135638193191488.36361.135626769859297&type=1&theater, and website
www.nuis.co.il/%D7%9E%D7%97%D7%9C%D7%A7%D7%95%D7%AA/%D7%9E%D7%A2%D7%95%D7%A8%D7%91%D7%95%D7%AA-%D7%97%D7%91%D7%A8%D7%AA%D7%99%D7%AA-2/%D7%A4%D7%A8%D7%95%D7%99%D7%A7%D7%98-%D7%97%D7%93%D7%A9-%D7%AA%D7%95%D7%9B%D7%A0%D7%99%D7%AA-%D7%94%D7%9E%D7%A0%D7%94%D7%99%D7%92%D7%95%D7%AA-%D7%94%D7%9E%D7%93%D7%99%D7%A0%D7%99%D7%AA-2014/.
* Engage users on Facebook posts.

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[redacted]

Tel Aviv

[redacted]

Sderot

[redacted]

Beersheba

The MUN also shared the call to join the YLP in various campuses:

Rupin College

www.rup.co.il/%D7%94%D7%94%D7%A8%D7%A9%D7%9E%D7%94-%D7%9C%D7%AA%D7%9B%D7%A0%D7%99%D7%AA-%D7%94%D7%9E%D7%A0%D7%94%D7%99%D7%92%D7%95%D7%AA-%D7%A0%D7%A4%D7%AA%D7%97%D7%94

Bar Ilan University

www1.biu.ac.il/index.php?id=3&pt=20&pid=4&level=1&cPath=4&type=1&news=2038

Training of Youth Leaders.

* 10.25.11

* 12 outstanding youth leaders selected in Tel Aviv University for training in advance of promoting the Two State solution in public events in Israel, Palestine and internationally. This was the first training session of the nation training program.

* Engagement on facebook (and photos):

[redacted]

153 likes, 12 comments, 11 shares and seen by 6,012.

IHM in Sadi College in Sderot

* 11.9.11

* Issue discussed: prisoners release to settlement freeze

* 25 attended, 50 watched live streaming of event

www.facebook.com/events/599214253475031/?ref_newsfeed_story_type=regular

Two Town Hall meetings in Seminar Hakibutzim campus

* 11.9.11

* The student union of Seminar Hakibutzim initiated two town hall meetings with OneVoice's local chapter. The events took place on campus, featured two members of Knesset, Moshe Mizrahi and Meirav Michaeli, and drew over two hundred attendees. MK Mizrahi said, "The way we speak about the Two State solution is with too much nonchalance. Those who fail to understand the significance of the voices who move us into becoming a bi-national state are missing out on our greatest strategic threat. Controlling another people never runs our right in world history".

* Engagement on facebook (and photos):

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[redacted]

23 likes, 1 comment, seen by 1,8[illegible] people

Online Q&A with Young Leader Leeka Gilad on the NUIS facebook page.
* 11.6.13
* YL Leeka Gilad of Bar Ilan University chatted with students on the NUIS facebook page, encouraging them to join the movement and answering questions on Leo YLP.
* Engagement on Facebook (and photos).

[redacted]

312 likes, 1 comment, 1 share, and seen by 28,123 people

First one-day seminar of YLP of OVI, USG, and NUIS
* 11.22.13
106 new members of the program from 16 campuses joined an informatory day. The Aviv University Speakers included Laura Tahanosky, NUIS Chair Ori Kestnik, and Michele Dastal of the U.S Embassy. Dan Rothman, Rabin's grandnephew, spoke of the importance of civil society engagement in ending the conflict.
Photos:
www.facebook.com/media/set/?set=a.711262588898035.1073741840.114627791894854&type=1
217 likes, 14 comments, 2 shares
Need to check with Adva and Laura about any feedback from Maya Kahanoff.

Recruitment of student visit to the NUIS visit to the Mukata with the [illegible]
* 11.26.13
The joint visit of 250 students, including 40 OVI YLs, was postponed twice due to snow storms blocking the entrance to Ramallah, and for the second time because of Al Bas' implacable visit to the funeral of Mandela). A third date to execute the visit is likely to take place on January. **Laura needs to confirm.**
Challenges we faced included a debate on traditional and social media about whether the NUIS should support such activities and cooperate with OVI, which began following a petition against this by the Likud Charter in Bar Ilan University (which clearly opposed the two state solution that is promoted by their party leader, PM Netanyahu). 24 additional chairs of student unions joined a petition against the visit and Likud and Jewish Home MKs (Danny Danon, Yoni Shetbun, Ayelet Shaked) campaigned against the visit, while the name of the NUIS and key activists and MKs of the opposition (Tzipi Livni, Lizam's Gila Gamliel – who also joined the caucus following the announcement of the visit, and Labor General Secretary and caucus chair Hilik Bar) supported it.
Sharing NUIS post **www.facebook.com/kol.echad/posts/713398585351102**
114 likes, 8 comments, 1 share, seen by 3,[illegible]14 people
Sharing Tzipi Livni's endorsement of the visit:
www.facebook.com/kol.echad/posts/714519908572303
184 likes, 14 comments, 1 share, seen by 5,188[illegible]

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Discussion in the media: http://www.ynet.co.il/articles/0,7340,L-4460568,00.html
http://www.likudnik.co.il/%D7%91%D7%9C%D7%99%D7%9B%D7%95%D7%93/%D7%A6%D7%A2%D7%99%D7%A8%D7%99%D7%9D/item/10383-%D7%9C%D7%91%D7%99%D7%90-%D7%92%D7%9C%D7%A2%D7%93-%D7%91%D7%A8-%D7%90%D7%99%D7%9C%D7%9F-%D7%97%D7%95%D7%A9%D7%A4%D7%99%D7%9D-%D7%90%D7%AA-%D7%94%D7%90%D7%9E%D7%AA-%D7%9C%D7%94%D7%AA%D7%90%D7%97%D7%93%D7%95%D7%AA-%D7%94%D7%A1%D7%98%D7%95%D7%93%D7%A0%D7%98%D7%99%D7%9D
Channel 7
www.inn.co.il/Articles/Article.aspx/11807
www.inn.co.il/News/News.aspx/266241
Maariv
www.nrg.co.il/online/1/ART2/523/311.html
www.nrg.co.il/online/1/ART2/526/100.html
www.nrg.co.il/online/1/ART2/526/337.html
www.nrg.co.il/online/1/ART2/524/773.html
News 1
www.news1.co.il/Archive/003-D-89189-00.html
Walla
http://news.walla.co.il/?w=/9/2699556

Presenting short films in the Other Israel Film Festival
[redacted]
Tal spoke and presented two short videos on what Israel could look after a peace agreement, including in a panel discussion with actor Makram Khoury.
Jamie and Shaina should have the full data also on attendees.
www.facebook.com/kol.echad/posts/708225315868429
70 likes, 2 shares, seen by 2,427 people.

Promoting Israel Loyal's TIPH in Tel Aviv University
[redacted]
https://www.facebook.com/events/558962677519646/?ref_newsfeed_story_type=regular
The event was shared by Israel on her facebook page.
[redacted]
Earned media coverage on Ynet, Haaretz, Maariv, and Walla.
http://www.haaretz.co.il/news/politics/1.2188457
Roee to provide links to all media coverage. Adva and Laura to provide exact numbers of attendance, as well as of live stream events.

Sharing OVP's campaigns.
[redacted]
Altogether, 1,112 likes, 56 comments, 33 shares, seen by 86,016 people.

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Promoting THMs with OVI board member Dr. Gershon Baskin in Beer Sheva on Oct's trip. 150 attended.
Adva and Laura to provide photos and exact numbers of attendance, as well as of live stream events.

Speaking at the Peace Now Left Wing conference:
https://www.youtube.com/watch?feature=player_embedded&v=asjkWqITGEU

THM with the EU delegation and US embassy political advisors in Jerusalem:
* 12.12.13
www.facebook.com/kol.echad/posts/724604060897221
40 attended. Adva and Laura to provide photos and exact numbers of attendance, as well as of live stream events.

THM in Seminar Hakibutzim on the core issues of the conflict in Tel Aviv
* 1.1.14
https://www.facebook.com/events/188738854660430/
Adva and Laura to provide photos and exact numbers of attendance, as well as of live stream events.

THM in David Yelin campus in Jerusalem on implications of the conflict on education in East Jerusalem
* 1.5.14
https://www.facebook.com/events/227270984111478/
Adva and Laura to provide photos and exact numbers of attendance, as well as of live stream events.

Adva and Laura to provide all details of recruitment activities on the field and in campuses.

Viral video: "Peace agreement? Never gonna happen!"
* 10.10.2013
* The video was initiated and produced by a group of youth leaders to demonstrate how peace making is possible, against all odds. The video shows how only the Jews with faith in a better future took the initiative in ancient Egypt to work for freedom, how even the visionary of Zionism – Theodore Herzl – was ridiculed by cynics for dreaming of a Jewish state, and similarly how Israelis cannot expect for reality to get closer to peace without fighting for it.
* When shared on OneVoice Israel's facebook page, the video received 582 likes, 69 comments, 130 shares, and seen by 52,464 people. Additionally it was sent to a newsletter of OneVoice to its list of approximately 20,000 supporters, and was shared by the NGO itself.

[redacted]

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Also on municipal elections that took place that day, we reminded people that everyone has a role in ending the conflict and described the beautiful cooperation between Jenin and the Gilboa regional council led by Danny Atar.
* 10.22.2013
Liked by 53, commented by 1, shared by 2, seen by 2,893 people.

An interview on the Jerusalem Post
* 10.23.2013
Interview with Tal Harris, primarily focused on the work of One Voice Israel's Palestinian partners, and the Palestinian "peace camp".
* It received 102 likes, 2 comments and 2 shares, and was viewed by 7,876 people on One Voice Israel's facebook page

shared poster of Mehad think tank on how released to rockets tell the price of more settlements
* 10.27.2013
https://www.facebook.com/kol.echad/posts/694713243886303
94 likes, 5 comments, 16 shares, seen by 2,704 people

Sharing Rabin's quote on peace on his memorial day
* 11.6.2013
www.facebook.com/kol.echad/posts/704030696651604
223 Likes, 27 shares, 28 comments, seen by 6,676 people

OVI OVP joint statement against settlement construction
www.prnewswire.com/news-releases/one-voice-movement-condemns-settlement-expansion-in-the-occupied-palestinian-territories-230242791.html
44 likes, 2 shares, 10 comments, seen by 1,446 people

Announcement of new staff members in OneVoice Israel.
* 11.7.2013
* Photo:

[redacted]

218 Likes, 6 comments, 4 shares

Sharing Secretary Kerry's interview with Channel 2.
* 11.8.13
230 Likes, 11 comments, 5 shares, seen by 10,048 people

Joint statement condemning intention of settlement expansion
(similar to previous one, a week earlier)
* 11.12.13
86 likes, 13 comments, 1 share, seen by 6,493 people

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Congratulating Prime Minister Netanyahu for cancelling the tenders for more than 20,000 units in settlements by Housing Minister Ariel
* 11.12.15
OneVoice urged supporters to congratulate PM Netanyahu on Facebook for cancelling plans for constructing more than 20,000 units in settlements, on Housing Minister.
105 likes, 13 comments, 2 shares, seen by 5,075 people.

Sharing Dr. Saeb Erekat's interview with Channel 2
* 11.14.15
77 likes, 15 comments, 3 shares, seen by 3,694 people

Sharing the Peace & Security's Council report on how the Jordan Valley is unnecessary facing Israel's current threats.
* 11.15.15
http://peace-security.org.il/article.pdf
140 likes, 15 comments, 14 shares, seen by 2,789 people

Quoting French President Hollande in the Knesset
* 18.11.15
* Peace requires trust. This is the most difficult thing – to trust the other, trust the partner, believe in the future, believe in yourself, believe and in friends. Believing is very important. At first it's difficult, but you profit from it later. You seek faith and find it, and peace is mankind's most beautiful creation. Peace will be your greatest victory".
150 likes, 3 shares, seen by 3,478 people.

Op-ed on Ynet: One has to work for peace
* 22.11.15
* Laura Tolinowsky wrote about the need for engagement for there to be peace.
The op-ed was liked 297 times on Ynet and on OneVoice Israel's facebook page was liked 220 times, commented on four times, and shared four times.

Announcing death of OneVoice's Honorary Board member, Dov Lautman
* 11.24.15
https://www.facebook.com/kol.erhad/posts/712279882129642
* 237 likes, 11 shares, seen by 4,702 people

OneVoice Israel supporting Minister Peretz for taking action in favor of the 1967 lines
* 11.17.15
OVI issued a press release in support of Environment Minister Avi Peretz for issuing a study book indicating Israel's borders within the pre-67 armistice lines. Right-wing ministers severely criticized him, but only Meretz and OneVoice stood behind him. In positive online feedback given by our youth leaders on social media, and in traditional media too:
Maariv story I: www.nrg.co.il/online/1/ART2/522/765.html?hp=1&cat=404
Maariv story II: **www.nrg.co.il/online/1/ART2/522/639.html?hp=1&cat=404&loc=3**
On facebook: 169 likes, 18 comments, 4 shares, seen by 6,852 people

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Paul McCartney supports OVI Crowd Rise
*11.19.13.20
See coverage on Jerusalem Post
www.jpost.com/International/Sir-Paul-McCartney-Israelis-and-Palestinians-deserve-peace-334109
On Facebook
www.facebook.com/kol.echad/posts/709045429119751
245 Likes, 3 comments, 19 shares, seen by 17,840 people.
www.facebook.com/kol.echad/posts/709501279074166
110 Likes, 1 comment, seen by 4,230 people

Sharing Arik Einstein's message "you and I will change the world" following the death of the popular singer
*11.26.13
332 Likes, 3 comments, 1 share, seen by 5,448 people

Marking 29th of November, when the UNGA accepted UNSCOP's partition plan. The Jewish leadership then accepted the partition plan of Two States for Two Peoples to enable sovereignty for the Jewish people. It was necessary then, and is necessary now.
https://www.facebook.com/kol.echad/posts/715023848521909
112 Likes, 6 comments, 3 shares, seen by 3,972 people.

Sharing Yuval Diskin's words in Geneva Initiative's tenth anniversary
https://www.facebook.com/kol.echad/posts/717609278263366
226 Likes, 19 comments, 13 shares, seen by 277 people.

Op-ed on Jerusalem Post on funding of Yesha Council
www.jpost.com/Opinion/Op-Ed-Contributors/Before-the-government-campaigns-against-itself-334281
178 Likes, 1 comment, 1 share, seen by 9,828 people

Sharing a quote of Nelson Mandela following his death
*12.6.13
If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner.
https://www.facebook.com/kol.echad/posts/718151634875797
349 Likes, 6 comments, 26 shares, seen by 9,461 people

Humans of New York page writes about us:
https://www.facebook.com/photo.php?fbid=572813836126054&set=a.102107073196735.4429.102099916530784&type=1&theater

Sharing Walad Think Tank response to the attempted terror attack in Bat Yam
*12.22.13
https://www.facebook.com/kol.echad/posts/726460764044884

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299 Likes, 30 comments, 23 shares, seen by 6,304 people

Wishing a Merry Christmas to our Palestinian partners
* 12.24.13
https://www.facebook.com/kol.echad/posts/727336227290671
376 likes, 7 comments, 38 shares, seen by 7,401 people

Wishing a happy new year to our supporters
* 12.31.13
https://www.facebook.com/kol.echad/posts/731369963553964
408 Likes, 4 comments, 26 shares, viewed by 5,888 people.

Introduction of ISS Bill, as written by OneVoice Israel with MK Bar and other opposition factions, in response to the annexation bill of MK Bugev, which was approved by a ministerial committee for legislation.
* 1.5.14
This was significant media coverage.
Jerusalem Post
www.jpost.com/Diplomacy-and-Politics/Labor-proposes-bill-to-prevent-unilateral-annexation-of-territories-336774
Maariv www.nrg.co.il/online/1/ART2/535/945.html?mob_no_redirect=true
Times of Israel
www.timesofisrael.com/opposition-bill-would-forbid-west-bank-annexation
Israel National Radio Reshet Bet
http://m.youtube.com/watch?feature=youtu.be&v=YS7x7v7G2zE&desktop_uri=%2Fwatch%3Fv%3DYS7x7v7G2zE%26feature%3Dyoutu.be
Al-Monitor
www.al-monitor.com/pulse/iw/contents/articles/originals/2014/01/labor-knesset-member-hilik-bar-two-state-solution.html
On Facebook it was received with 502 likes, 26 comments, 9 shares, and was viewed by 28,426 people

elite engagement
grassroots /
communications

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Message

From: Josh Nerpel [redacted]
(FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JOSH]
Sent: 2/2/2015 9:34:26 PM
To: Marc Ginsberg [redacted]
CC: Christina Taler [redacted]
Subject: FW: FB
Attachments: Letter to Donors2_2_15.docx

Marc:

Can you please also take a pass at this?

Thanks,

Josh

From: Christina Taler
Sent: Monday, February 02, 2015 2:57 PM
To: Josh Nerpel; John Lyndon
Cc: Payton Knopf; Jennifer Prystupa; Yoni Amias
Subject: RE: FB

Hi all,

Attached you will find a draft donor letter, which can include the embedded videos and links mentioned once we finalized the language you would like to have used.

Best,
Christina

From: Josh Nerpel
Sent: Monday, February 02, 2015 9:24 AM
To: John Lyndon
Cc: Payton Knopf; Jennifer Prystupa; Christina Taler; Yoni Amias
Subject: RE: FB

Christina,

Do you have capacity to prioritize updating the text on this?

Josh

From: John Lyndon [redacted]
Sent: Monday, February 02, 2015 8:58 AM
To: Josh Nerpel

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Cc: Payton Knopf; Jennifer Prystupa; Christina Taler; Yoni Amias
Subject: RE: FB

That text can form basis of it, with embedded video and links to the positive Ha'aretz and TOI pieces.
Would love if the Ynet magazine article was ready in time too. Payton: don't suppose you have idea of ETA?

From: Josh Nerpel [redacted]
Sent: 02 February 2015 13:50
To: John Lyndon
Cc: Payton Knopf; Jennifer Prystupa; Christina Taler; Yoni Amias
Subject: Re: FB

Can we use some form of the statement language that was put together Friday for a donor letter with updated links to positive stories, channel 1 video and some stats of this weekends recruiting numbers being really high? Think it can serve to set record straight with donors on a few things without being too defensive?

On Feb 2, 2015, at 3:55 AM, John Lyndon [redacted] wrote:
Thanks Payton,

Adding Christina and Yoni.
I think we need three things— some social media content, a email to donors, and less pressingly but importantly a blog that ties a narrative together.
All should focus on Israel, not US/Ted Cruz/Obama stuff.

The social media stuff can happen ASAP, and if we can have email draft by early afternoon your then that'd be great. I have some donor meetings this morning but back in office by 8.30am ET

Best,

John

From: Payton Knopf [redacted]
Date: Monday, 2 February 2015 08:45
To: Jennifer Prystupa <[redacted]
Cc: "josh@[redacted], John Lyndon <john[redacted]>
Subject: FB

Hi Jenn--

We need to get some of the good new stories that are coming out up on Facebook ASAP (Times of Israel about Buji pushing back against Likud allegations, Haaretz about campaign not being illegal, Steinetz, Gamliel speaking at OV events, etc.). Also defer to Josh, John and the development team, but we might consider packaging them and emailing to donors.

Payton

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Message

From: Christina Forsting [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CHRISTINA FORSTINGBD0]
Sent: 9/13/2013 6:28:27 PM
To: Tal Harris [redacted]; Josh Nerpel [redacted]
Subject: RE: One Voice Proposal

Hi,

Yes, just sent Josh the Budget and Budget Narrative to look them over. What time today works for you to talk?

Thanks!
Christina

-----Original Message-----
From: Tal Harris [redacted]
Sent: Friday, September 13, 2013 2:26 PM
To: Josh Nerpel; Christina Forsting
Subject: FW: One Voice Proposal

Making sure you also get these from the embassy.
Additionally is the translated itemized budget that I got from the producer of the Rabin memorial event (his name is Hemi Sal).
I also need to send them the budget + narrative, which they asked should also refer to the partnerships I mentioned in the email I sent Michelle with Josh on Labor Day.
Can we talk later today about these?

From: Rider, James T (Tel Aviv) [redacted]
Sent: Friday, September 13, 2013 01:59
To: Dastin-van Rijn, Michele; Tal Harris - OneVoice IL
Cc: [redacted]
Subject: RE: One Voice Proposal

Tal,

In addition to the revised budget and budget narrative, please fill out the attached forms. Also, we would like to schedule a meeting with you early next week to discuss the revised budget and next steps. As I mentioned in my previous email, were are up against the last week of our fiscal year so this needs to move quickly. We appreciate you understanding and patience as we've gone through this process.

Are you available Monday the 16th at 1pm?

Thank you!

From: Dastin-van Rijn, Michele
Sent: Friday, September 13, 2013 8:51 AM
To: Rider, James T (Tel Aviv); 'Tal Harris - OneVoice IL'
Subject: RE: One Voice Proposal

Tal, it would be great to have all by opening of business on Monday. James will also point you to our SF-424A which you should also fill out. It would be great if we could have a face to face meeting early next week. Gmar Hatima Tova and Tzum kal.

Michele Dastin-van Rijn
Cultural Attaché
U.S. Embassy Tel Aviv

One Ben Yehuda Street
Tel Aviv 61261 ISRAEL

[redacted]

Website YouTube Twitter Facebook

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00001224

This email is UNCLASSIFIED.

From: Rider, James T (Tel Aviv)
Sent: Friday, September 13, 2013 8:23 AM
To: Tal Harris - OneVoice IL
Cc: Dastin-van Rijn, Michele
Subject: RE: One Voice Proposal

Thank you Tal.

If you can get us something by Monday that would be very helpful.

Shana tova and gmar hatima tova,

Regards,

James

This email is UNCLASSIFIED.

From: Tal Harris - OneVoice IL [redacted]
Sent: Thursday, September 12, 2013 8:17 PM
To: Rider, James T (Tel Aviv)
Subject: RE: One Voice Proposal

Thank you for this update, James.
It's naturally very exciting to receive this email. We hope to do what is necessary to ensure this partnership becomes real.
We will send you the revised budget and narrative as soon as possible.

Best,
Tal Harris - Executive Director
One Voice Israel
[redacted]
www.onevoice.org.il
www.facebook/kol.echad
twitter @OneVoiceIsrael

From: Rider, James T (Tel Aviv) [redacted]
Sent: Thursday, September 12, 2013 07:15
To: Tal Harris - OneVoice IL
Subject: One Voice Proposal

Tal,

Washington DC has provisionally agreed to approve funding for part of One Voice's proposal. The amount that they are considering is $233,500.
This should cover the following activities:

1. Grassroots campaign
2. Monitoring and Evolution that we discussed (approximately $11,000)
3. Social Media activities associated with the grassroots campaign

Since we are rapidly approaching the end of our fiscal year, we need a revised budget and budget narrative as soon as possible. The proposal documents should include the recent information you send on your action plan and the organizations you will be using to carry out the grassroots campaign.

-James

James Rider
Deputy Cultural Attaché
U.S. Embassy Tel Aviv
[redacted]
Twitter: @riderjt

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00001225

Website YouTube Twitter Facebook

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Message

From: Josh Nerpel [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JOSH]
Sent: 8/31/2013 2:47:33 PM
To: Marc Ginsberg [redacted]
Subject: Re: Grasrrots organizing

I am concerned by the fact that there is no one in either OVI or OVP that necessarily knows how to put a plan like this together.

I know that 270 is a lot of money, but if not them we need to bring in someone who can own this on the ground.

On Aug 31, 2013, at 10:25 AM, "Marc Ginsberg" <[redacted] wrote:
I can't talk until 2pm. But the issue is how much more detail about grassroots plans into a future date can we project with the quarrelsome accompaniment to establish "milestones". What the hell are milestones as they relate to events?

Amb. Marc Ginsberg
[redacted]

On Aug 31, 2013, at 10:13, "Tal Harris"[redacted]wrote:
I didn't send her anything yet - wanted to make sure we're fully aligned first

Am 31 2013 August um 09:59 schrieb Josh Nerpel <[redacted]>:
Tal-

I apologize for not responding yesterday.

Happy to get on a call if need be over the weekend.

I would assume she is looking for how we plan to build grassroots support in a targeted way, through recruitment, organizing and events to build the grassroots support we are promising to support the negotiation process?

In my opinion, I would think we need to be able to clearly explain what portion of the population we plan to target and how we plan to recruit them and mobilize them, which is more or less exactly the work we would hire 270 to help us step up our game on. In the action plan that you have been working on with Ady and Adva do concrete steps to address these things exist?

I don't know that Nimrod can help us here, as what he is providing is a pr campaign, not a grassroots organizing campaign.

Also- did you send her the response on 270 that Marc and I sent you yesterday.

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00005348

On Aug 31, 2013, at 9:03 AM, "Marc Ginsberg" [redacted] wrote:
Tal, we need to be absolutely clear here, and we should respond to her TOGETHER, with the input of Darya, and Josh. This response is going to be key to whether we get funded, so I want to make sure we have a very detailed response in writing and not by any further conversation. This is urgent, and so we should if possible have a call among us over the long weekend. I am hoping Josh can help out here, and will copy Jamie...because I am afraid to wait till Tuesday or can we wait till then? Marc

From: Tal Harris [redacted]
Sent: Friday, August 30, 2013 10:07 AM
To: Josh Nerpel; Marc Ginsberg
Subject: Fwd: Grasrrots organizing

Shall I consult with nimrod on this one? Do you have ideas?

Anfang der weitergeleiteten E-Mail:
Von: "Dastin-van Rijn, Michele" [redacted]
Datum: 30 Oktober 2013 07:59:00 GMT-04:00
An: Tal Harris - OneVoice IL [redacted]
Betreff: RE: Grasrrots organizing
Tal – would you be able to lay out a more detailed action plan on grassroots for the next nine months? Key milestones?

Michele Dastin-van Rijn
Cultural Attaché
U.S. Embassy Tel Aviv

[redacted]

[redacted]

Website YouTube Twitter Facebook

From: Tal Harris - OneVoice IL [redacted]
Sent: Tuesday, August 20, 2013 10:21 PM
To: Dastin-van Rijn, Michele
Subject: Grasrrots organizing

Hello Michelle,
Thank you for the invitation for Thursday - I have put it in my schedule!

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00005349

In response to the question you've asked me this morning about grassroots organizing - the consultants we are considering are from "270 Strategies". We have been talking for a while now and are keen to work together. Their bios can be found here[redacted]

Best,
Tal Harris - Executive Director
One Voice Israel

[redacted]

<image001.jpg>

Confidential Treatment Requested By PeaceWorks Network Foundation PWF00005350

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270 STRATEGIES

ONEVOICE

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270 - One Voice Israel Strategy Session

December 17, 2013

270-OVI Strategy Session
Agenda

Welcome, Intro, Overview	**30 minutes**
Strategic Overview – 2012 Case Study	30 minutes
The Snowflake Model	**1 hour**
Break	**30 minutes**
The Ladder of Engagement	**1 hour**
Time Management and Delegation	**1 hour**

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Welcome
Brief Introductions

- Your Name
- Your Role
- 2 goals for today
- One thing nobody in this room knows about you

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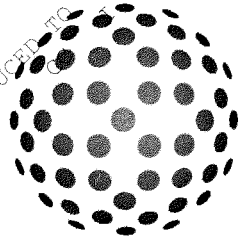
Introduction to 270

Our Mission

Helping clients build people-centered, data-driven, and digitally-sophisticated grassroots campaigns that achieve their strategic goals and change the world



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Introduction to 270

What We Believe

1. **Grassroots campaigns can** change the world
2. **Organization building starts with** building and engaging a list of people
3. **Well-trained,** empowered leaders **are the key to success**
4. **Successful campaigns are** tailored to the communities they engage
5. **Online and offline engagement must be** integrated
6. **Effective programs are** data-driven **with** meaningful goals

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Introduction to 270 – Our Approach

2012 Obama Campaign Case Study

Mission

- **Re-elect President Obama**

Goal

- **Win 270 Electoral Votes**

Strategy

- **Register, persuade, and turnout target voters in 10 States**
- **Build campaign capacity to execute these strategies**

Tactics/Timeline

- **Execute strategy via grassroots, constituency outreach, digital and technology, communications, and finance**

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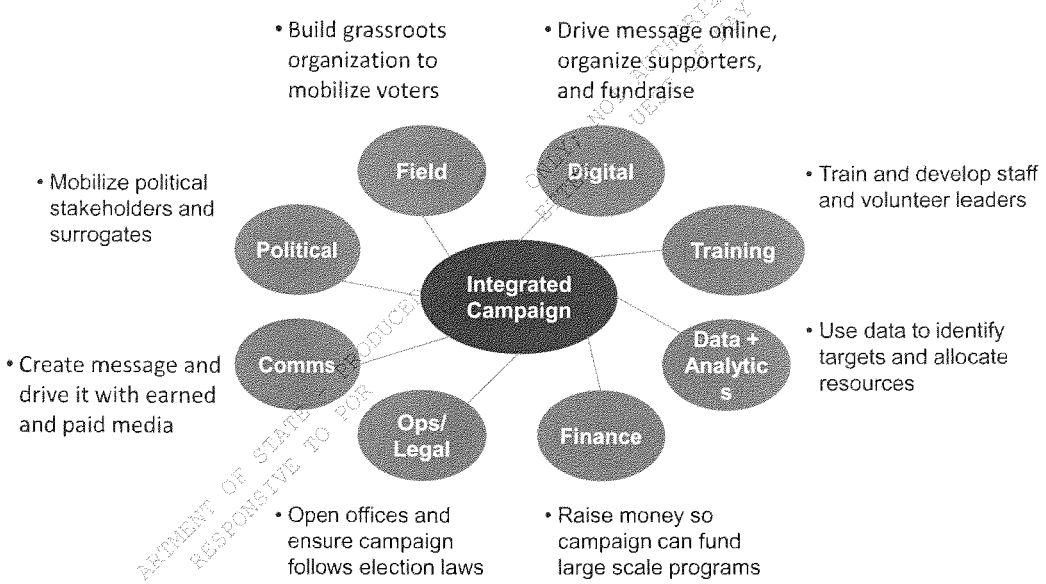
Introduction to 270 – Our Approach

2012 Campaign was integrated across programs



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Introduction to 270 – Our Approach

Campaign planning happened at every level of organization

		Primary Goal	Decision Maker
1	National	• Reach 270 EVs	• Chicago HQ
2	State	• Reach 51% or export capacity to help another state reach 51%	• State Director
3	Regional	• Reach persuasion, registration, + turnout goals among key groups	• Regional Field Director
4		• Reach program goals among individuals in local neighborhood turf	• Field Organizer • Volunteer Team Leader

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Introduction to 270

Key Tenets of Our Approach

1. Mission and strategy must be explicitly articulated and agreed upon by key stakeholders before plan-writing process begins.

1. Tactics for engagement and messaging should be tested and informed by data.

2. Each member at each level of the organization should have clear goals and plans to meet them.

1. **Goals should be plotted on a clear** timeline with phases and benchmarks for evaluating success.

2. Core capacity-building and impact metrics should be measured regularly to track progress toward goals.

3. Departmental roles and responsibilities must be clearly defined, and all departmental work must be integrated (consistent strategy, message, timeline)

4. Use teams with clearly defined roles to multiply the impact of each individual*

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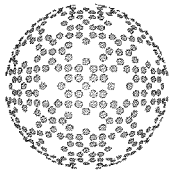
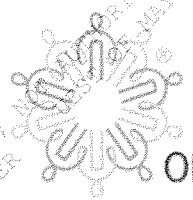


270 STRATEGIES

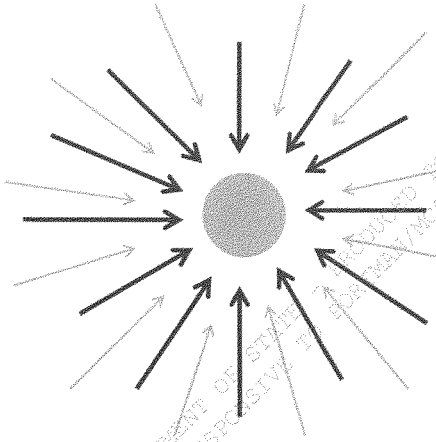


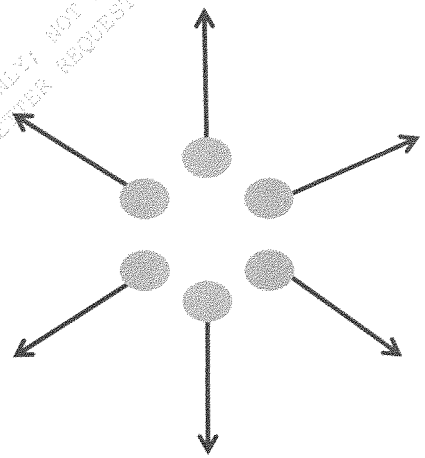
ONEVOICE

The Snowflake Model

Traditional Models of Leadership

What is wrong with these two models?





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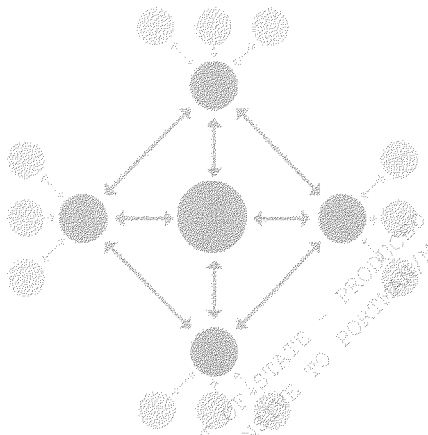
What is the "Snowflake" Model?

And why do we use it?



- Sustainable management ratios
- Clear pathways for open and honest communication
- Mutual accountability
- Clearly defined roles & expectations
- Interdependence; shared responsibility
- Multiplying effect

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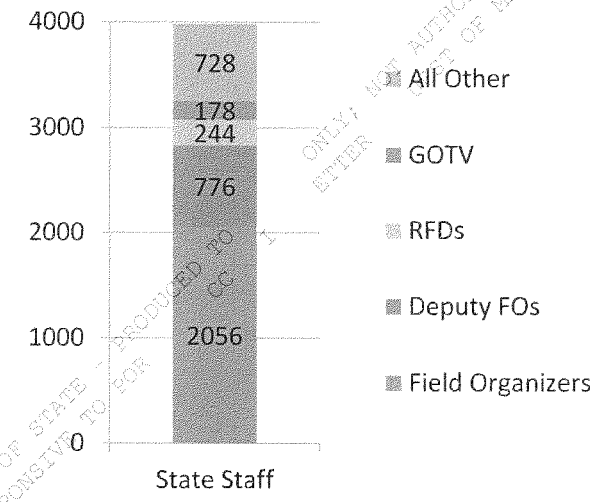
Allows for sustainable management ratios

Large organizations can have ratios ~ 1:5



75% of 2012 State Staff were RFD/FO/DFO

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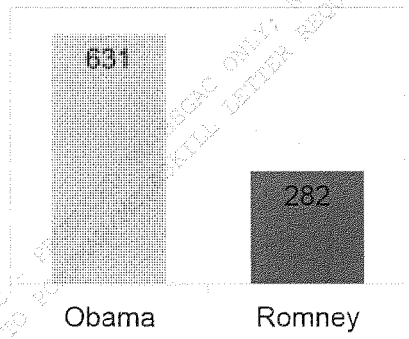
Requires and allows for hyper-localization

Campaigns reflect local communities

2012 Obama Campaign Offices in Targeted States



OFA opened 813 offices nationwide, with twice as many as Romney in battleground states.

This led to 5,117 local staging locations in November.

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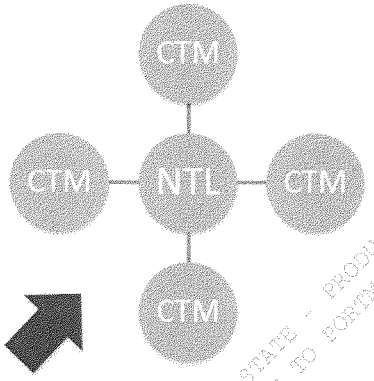
Clearly defined roles & expectations

Example #1: Neighborhood Team Leaders



Neighborhood Team Leaders (NTLs) are volunteers who take on the responsibility of building and managing the campaign's organization in their neighborhood.

- Coordinates with their team members to plan and execute events in their turf
- Guides the team to meet goals
- Manages Core Team Members

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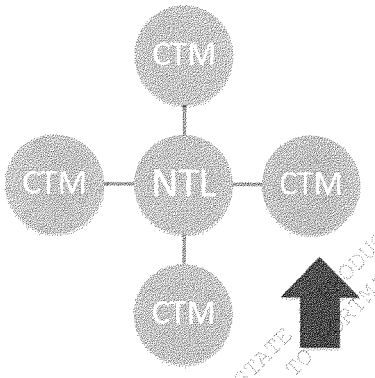
Clearly defined roles & expectations

Example #2: Core Team Members



Core Team Members (CTMs) are volunteers who take on activity-specific volunteer leadership roles as part of the neighborhood team.

CTMs take on many roles, including but not limited to:

- Phone Bank Captain
- Canvass Captain
- Data Captain

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Each individual acts as a multiplier

Thousands of organizers generate millions of votes

Votes – 1,000
4-7% increase per Conversation*

Conversations – 15,000
20% Contact Rate

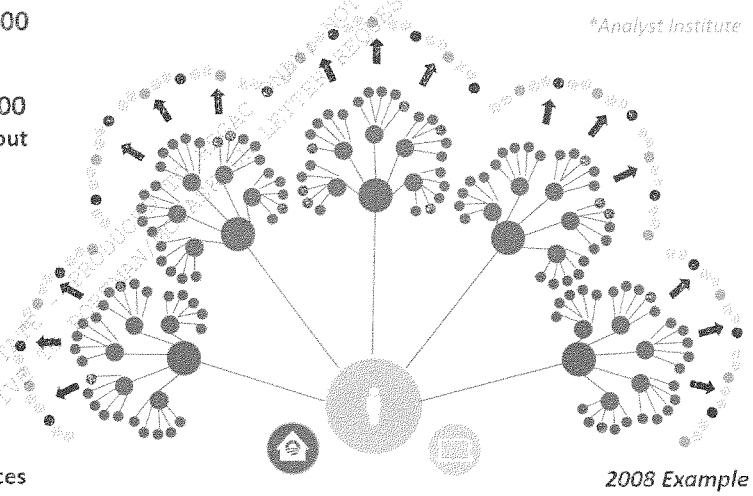
Knocks + Calls – 75,000
Register, Persuade, Turnout

Volunteers – 500
20 per Team Member

Team Members – 25
5 per Team Leader

Team Leaders – 5
5 per Organizer

Organizer - 1
In an Office with Resources



**Analyst Institute*

2008 Example

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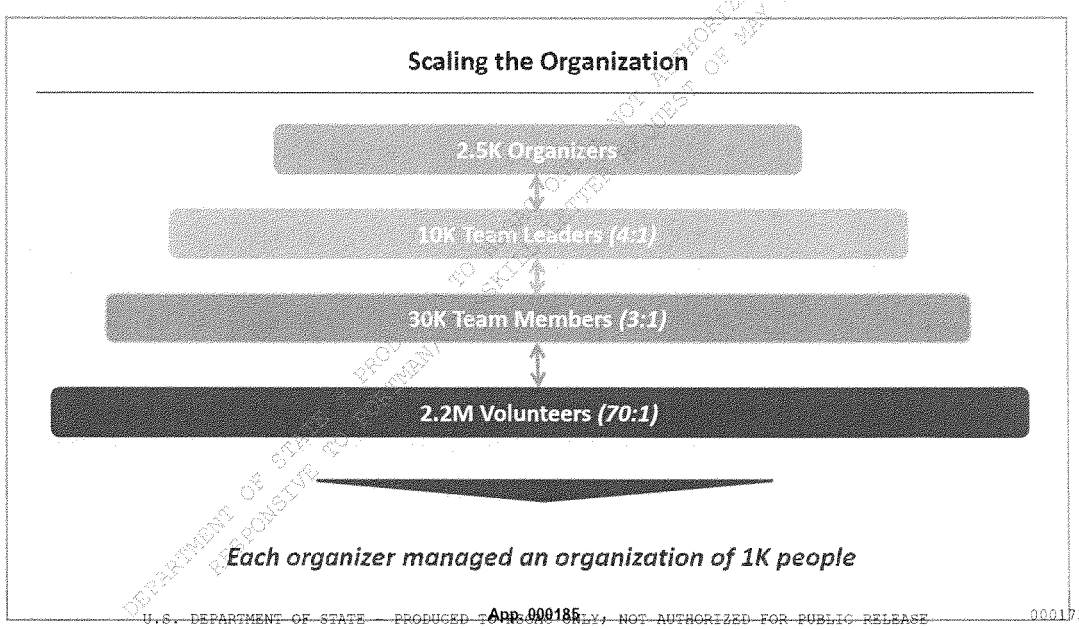
Another way to look at scaling potential

OFA 2012 had 2.5k organizers and 2.5M volunteers



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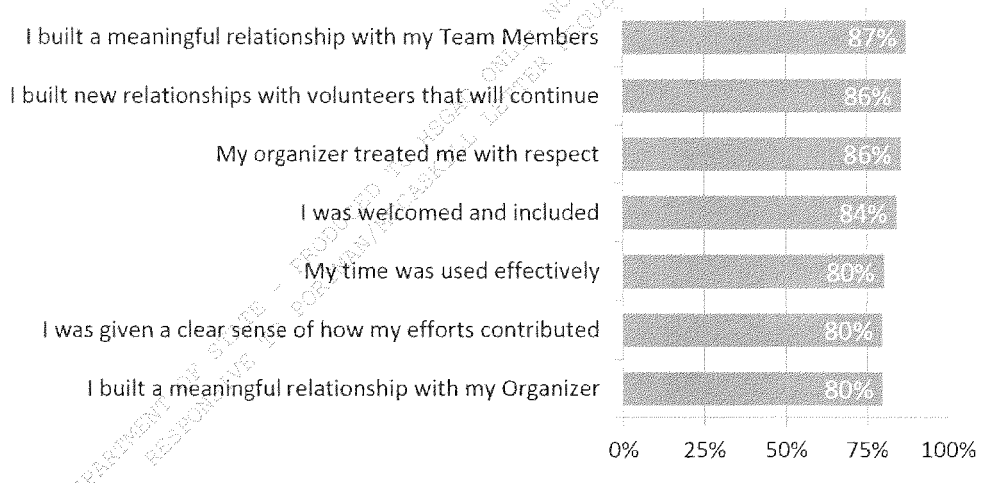
Volunteers stay involved

Return because of relationships and impact of work

% of NTLs who agreed the following statements reflected their experience



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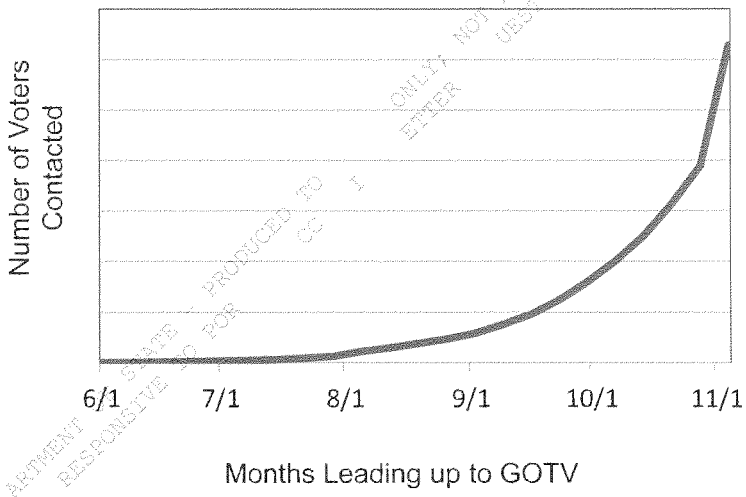
Activity grows exponentially

Structure absorbs increase in activity and people



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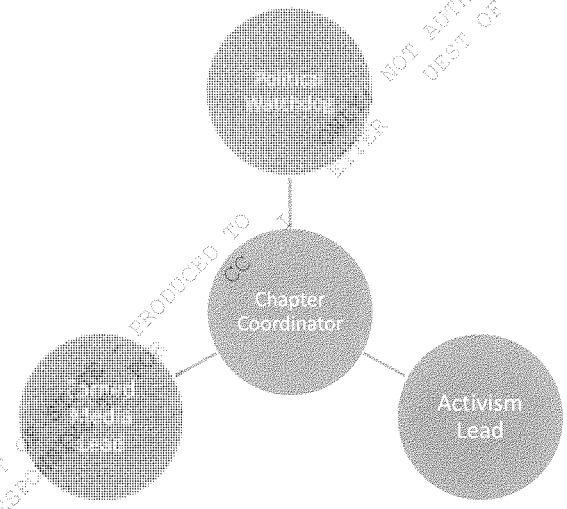
One Voice Movement: *Potential* Snowflake

Structure absorbs increase in activity and people



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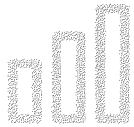
One Voice Movement: *Sample Metrics*

Metrics must measure both organizational growth & impact



RECRUITMENT

- **Calls and Conversations**
- **Tabling shifts**
- **Organizational meetings**

TEAM DEVELOPMENT

- Intro, Maintenance, and Escalation 1:1s
- Team Member prospects ID'd, tested, and confirmed

IMPACT

- Blog Posts, LTEs published
- Activism events held, # of attendees
- Pledge cards/signatures collected
- Stories collected

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Recap

Snowflake model key takeaways

- Sustainable Management Ratios
- Hyper-localized engagement that reflect local communities
- Clearly defined roles and expectations
- Multiplying effect
- Long-term commitments rooted in strong relationships
- Investment in training, coaching, and development

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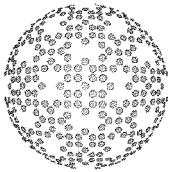

270 STRATEGIES

ONEVOICE

The Ladder of Engagement

What is the Ladder of Engagement?

Step-by-step design to deepen individual engagement

- Regularly organizing events/volunteers; has passed test(s); organizer confirms in role
- Prospect is asked to plan, execute, and lead an event specific to the role for which they are being tested
- Volunteers take action regularly and begins moving others to action (ex: co-hosts events)
- Prospect takes action at a house meeting, canvass, phone bank, or other action-oriented event
- Supporter signs up on website or says "yes" to volunteer ask; organizer invites to attend event (ex: house meeting)

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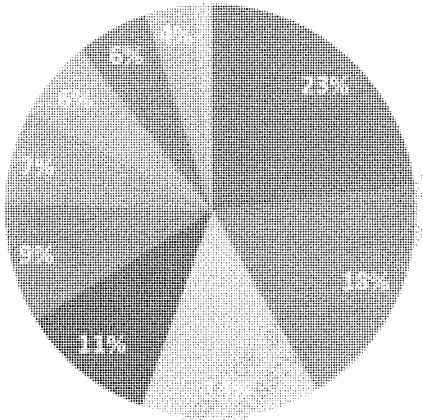
There were many points of entry to OFA 2012

We implemented a leave-no-stone-unturned strategy

Volunteers' First Contact With The Campaign



- Contacted the campaign
- Donated to the campaign
- Responded to a campaign email
- Contacted by a campaign staffer
- Contacted by a volunteer
- Attended an Obama house party or volunteer team meeting
- Signed up on the campaign's website, social media, etc.
- Friend or family member contacted me
- Attended a rally or grassroots event

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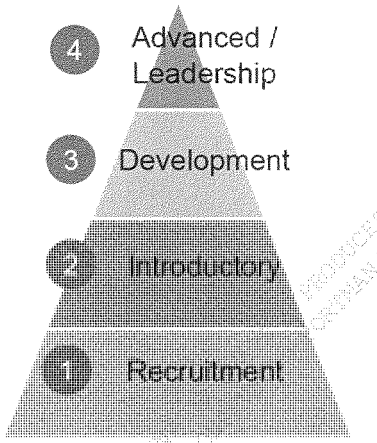
We used the ladder externally and internally



Volunteers and staff moved through four different levels of training as they took on more responsibilities.

The Obama Organizing Fellowship program is a great example.

- Fellows were recruited online and offline
- Attended introductory trainings + full-day midpoint developmental trainings
- The best were hired; these organizers attended and led subsequent advanced trainings before each new phase

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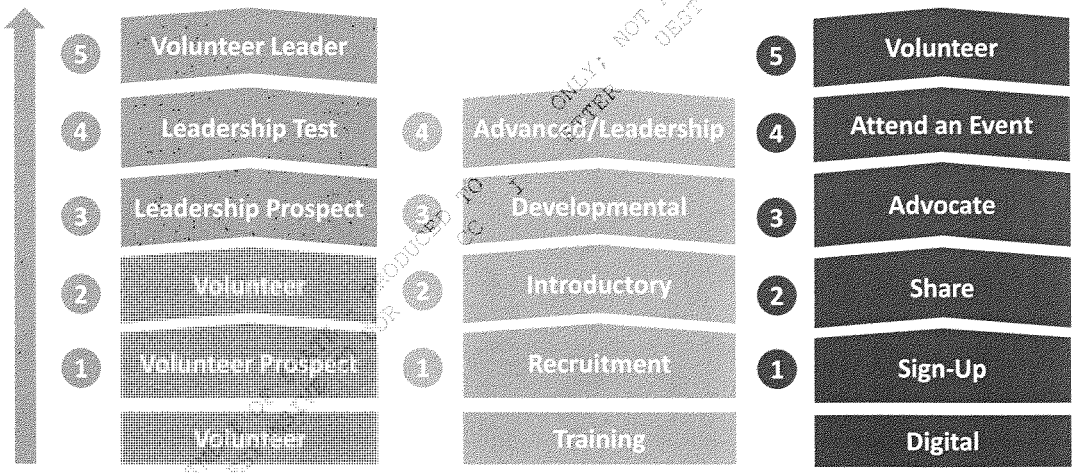
Engagement Ladders were woven together

Emphasis on integration and individual development



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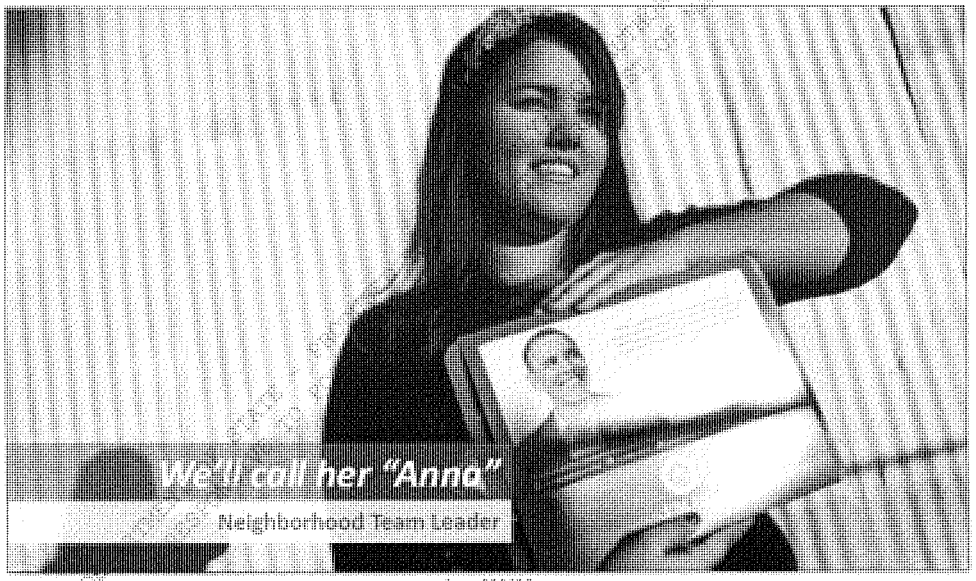
2012 Case Study

The story of one leader's climb up the ladder



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Step 1 : Anna signs up online when visiting the website

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Step 2 : Anna shares our graphic on Facebook

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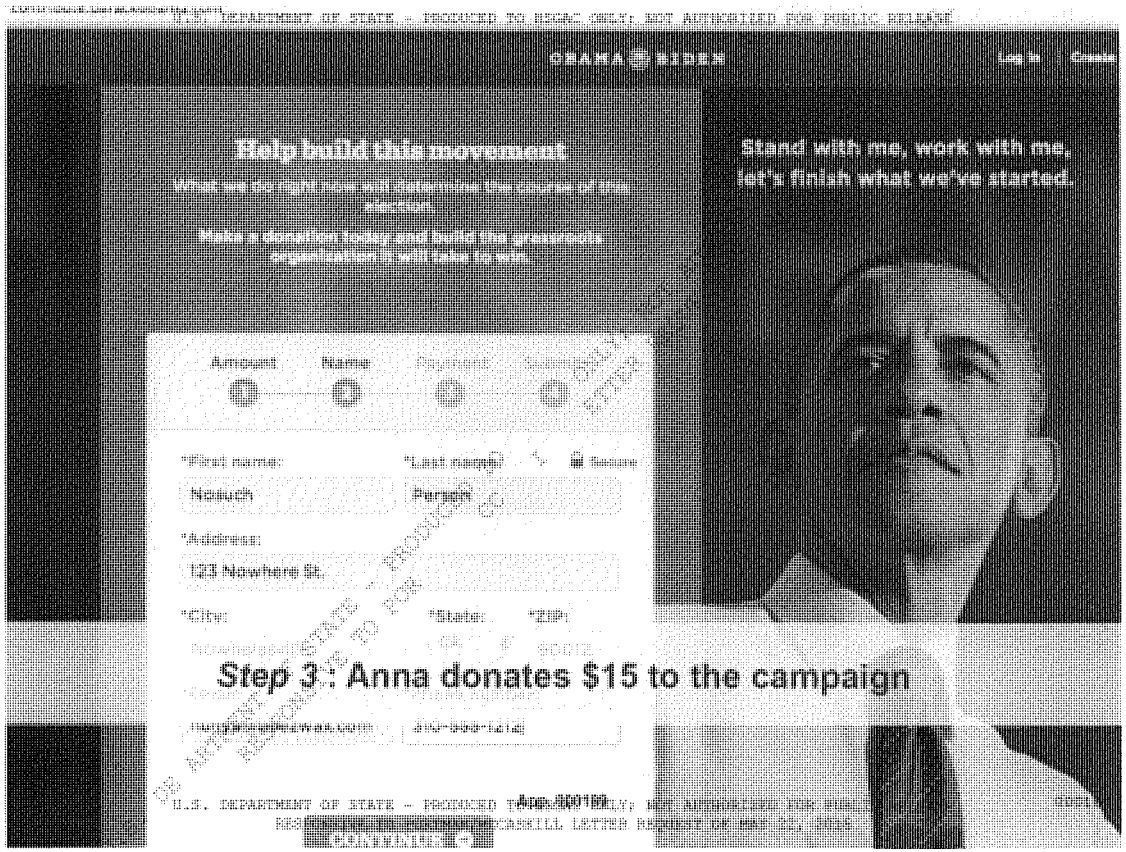
OBAMA BIDEN
Help build this movement
Stand with me, work with me,
let's finish what we've started.
Amount
Name
Payment
Confirmation
*First name:
*Last name:
Natsuch
Purnell
*Address:
123 Nowhere St.
*City:
*State:
*ZIP:
Step 3 : Anna donates $15 to the campaign

Step 4: Anna joins her team on dashboard and makes a few calls from the comfort of her own home

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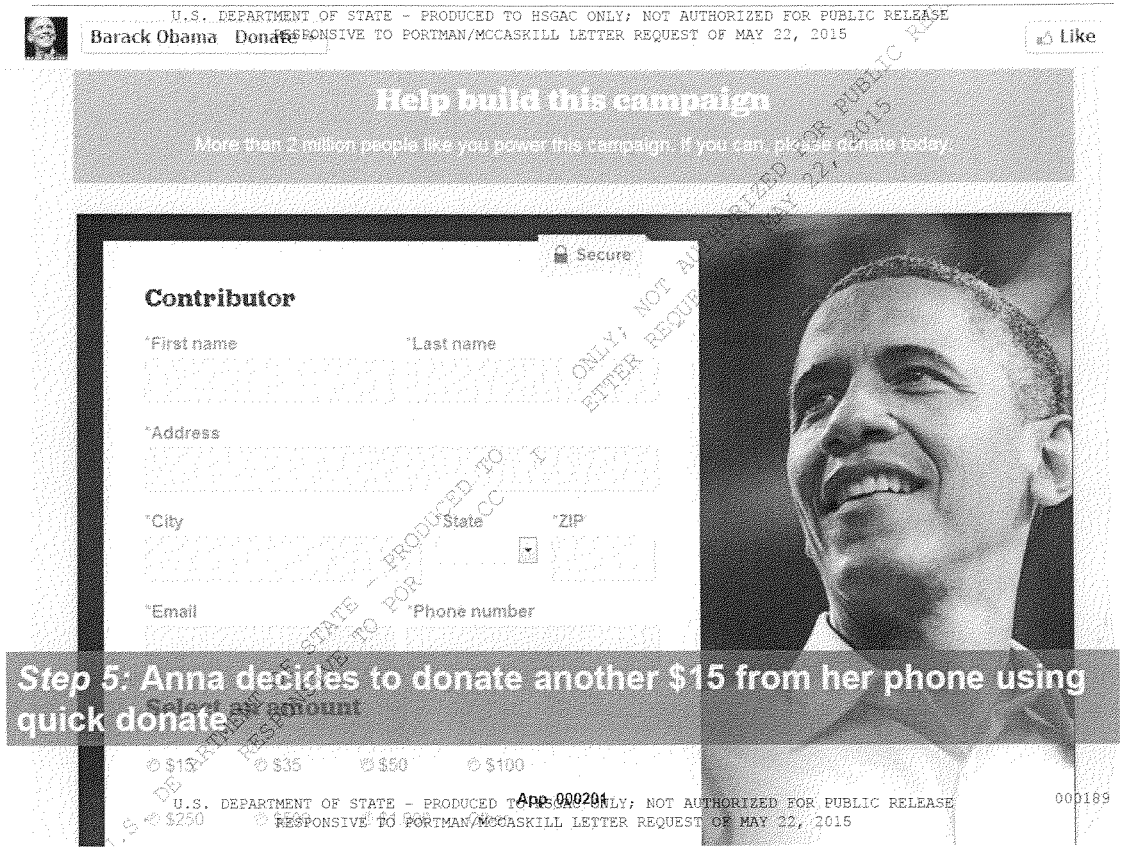

Step 5: Anna decides to donate another $15 from her phone using quick donate

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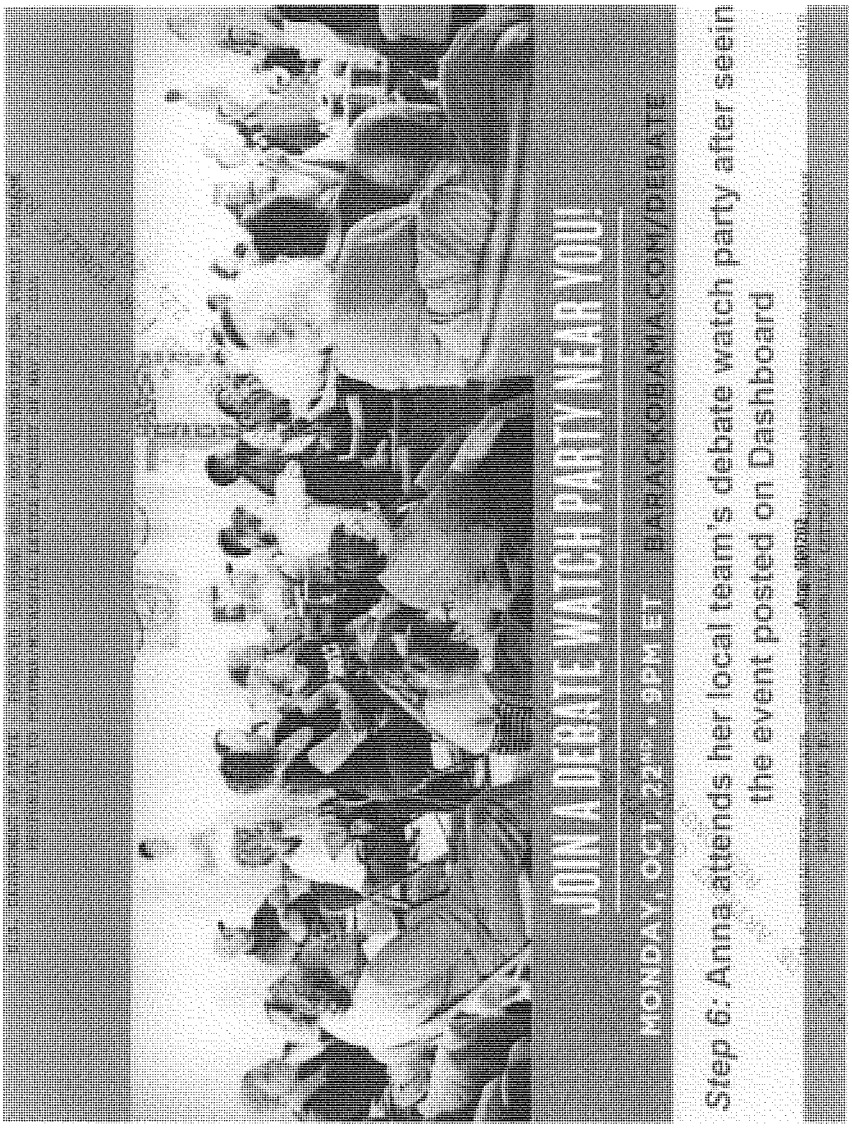
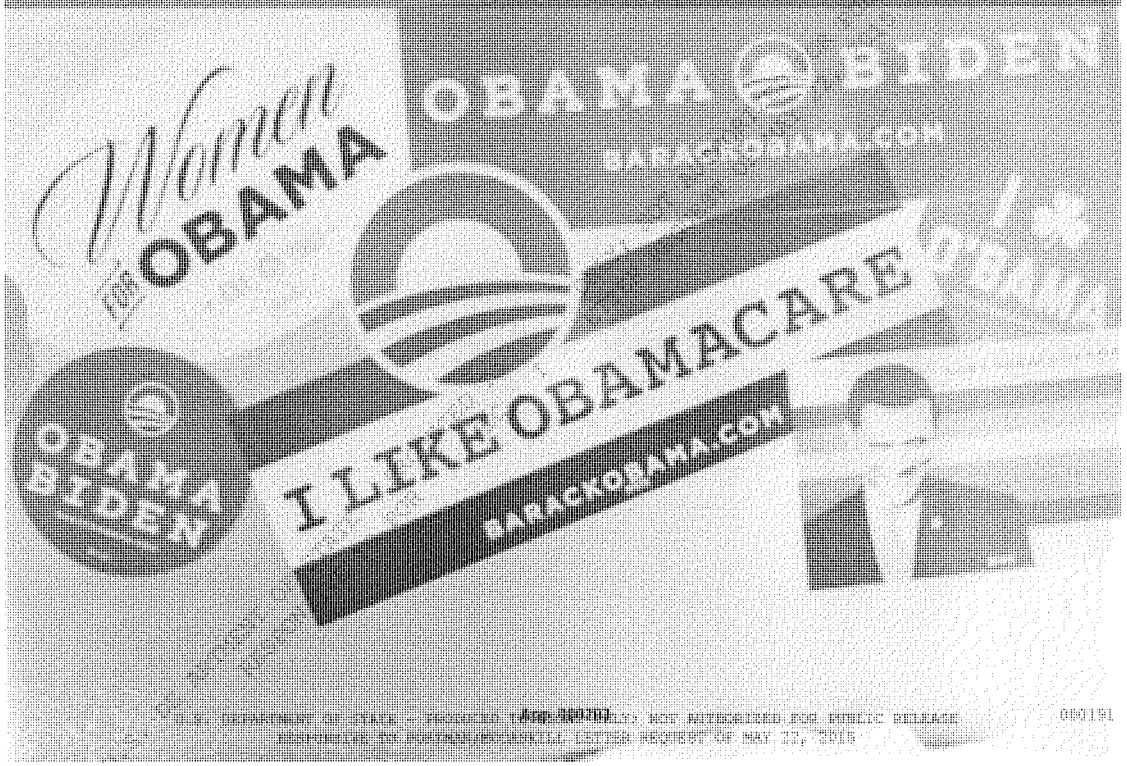
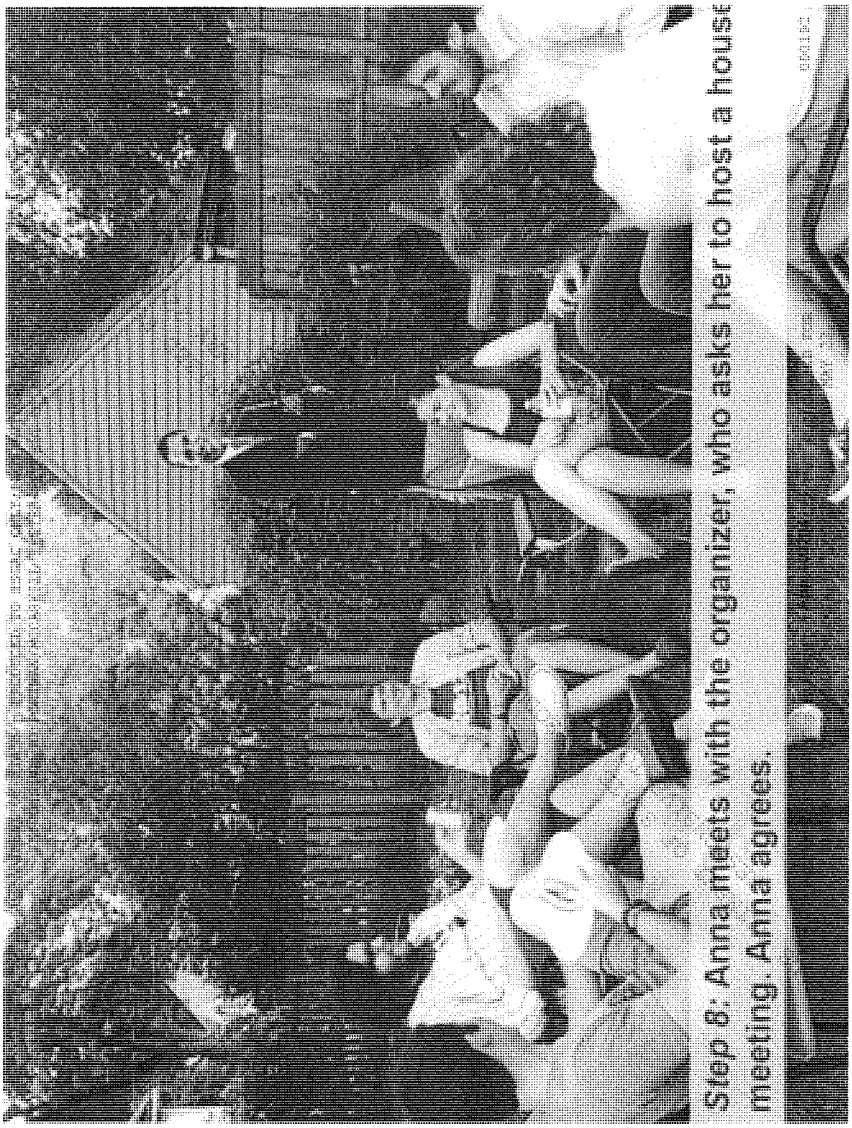


Step 6: Anna attends her local team's debate watch party after seein
the event posted on Dashboard

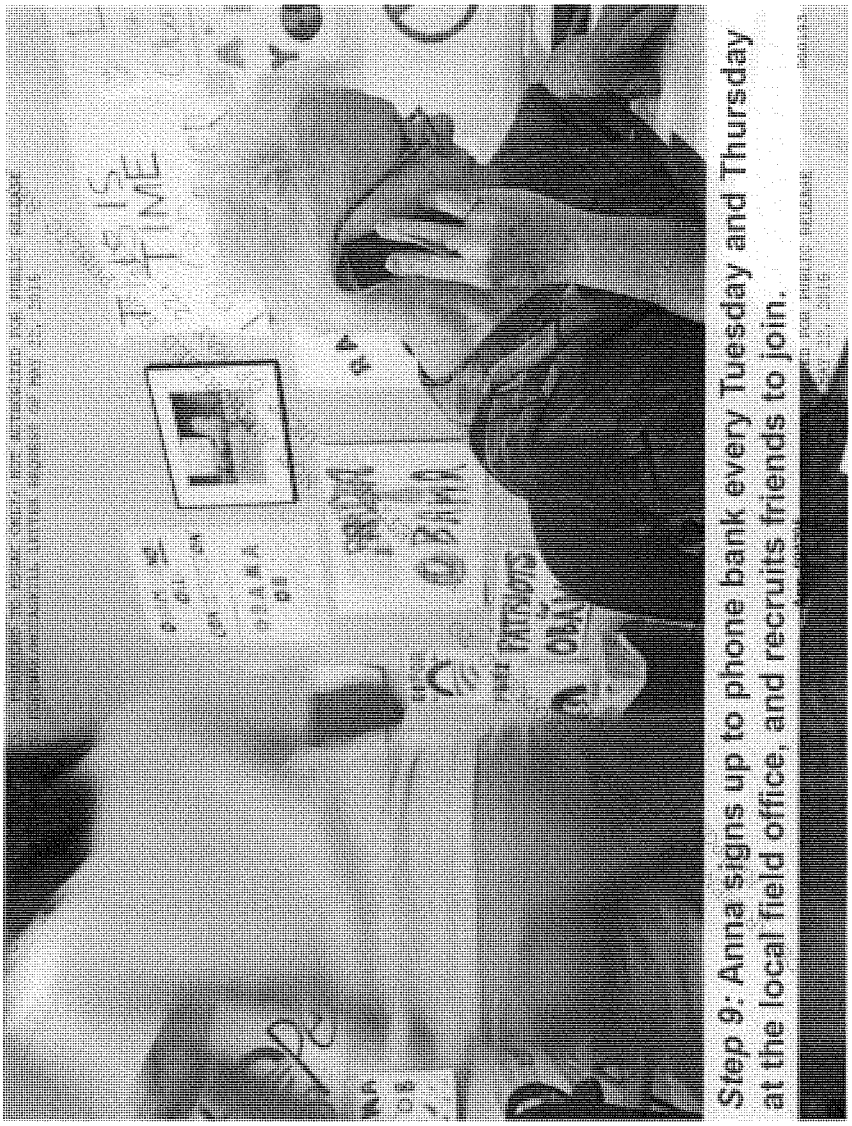
Ans. (B)[2]

Step 7: Anna receives a watch party reminder and a thank you call from her local field organizer, and they set up a time to meet 1:1

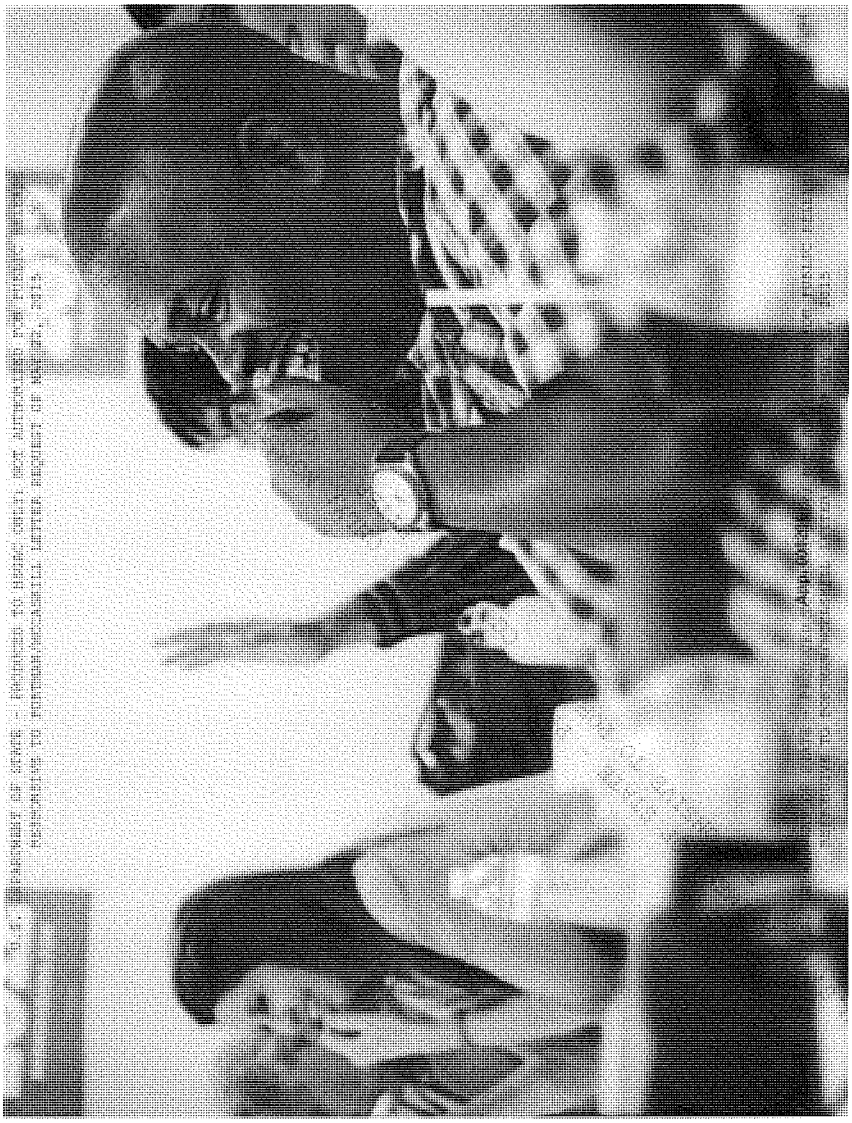




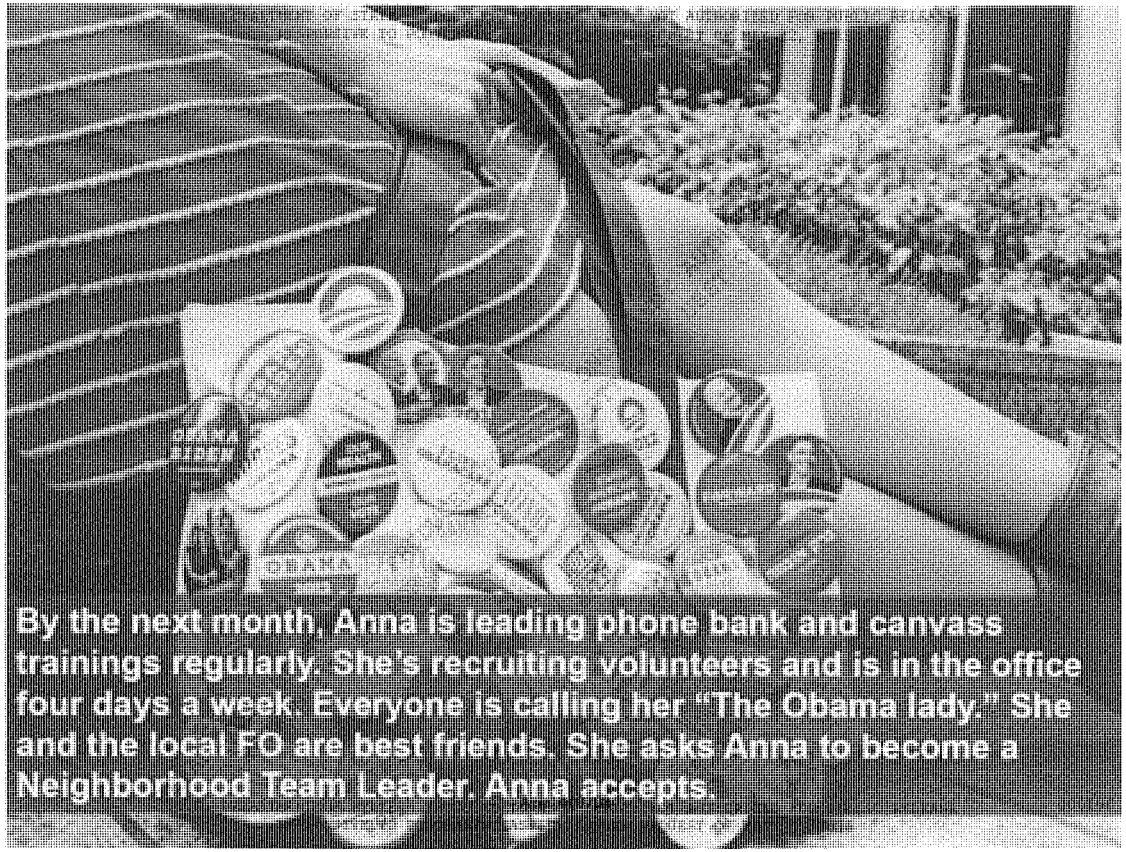
Step 8: Anna meets with the organizer, who asks her to host a house meeting. Anna agrees.



Step 9: Anna signs up to phone bank every Tuesday and Thursday at the local field office, and recruits friends to join.



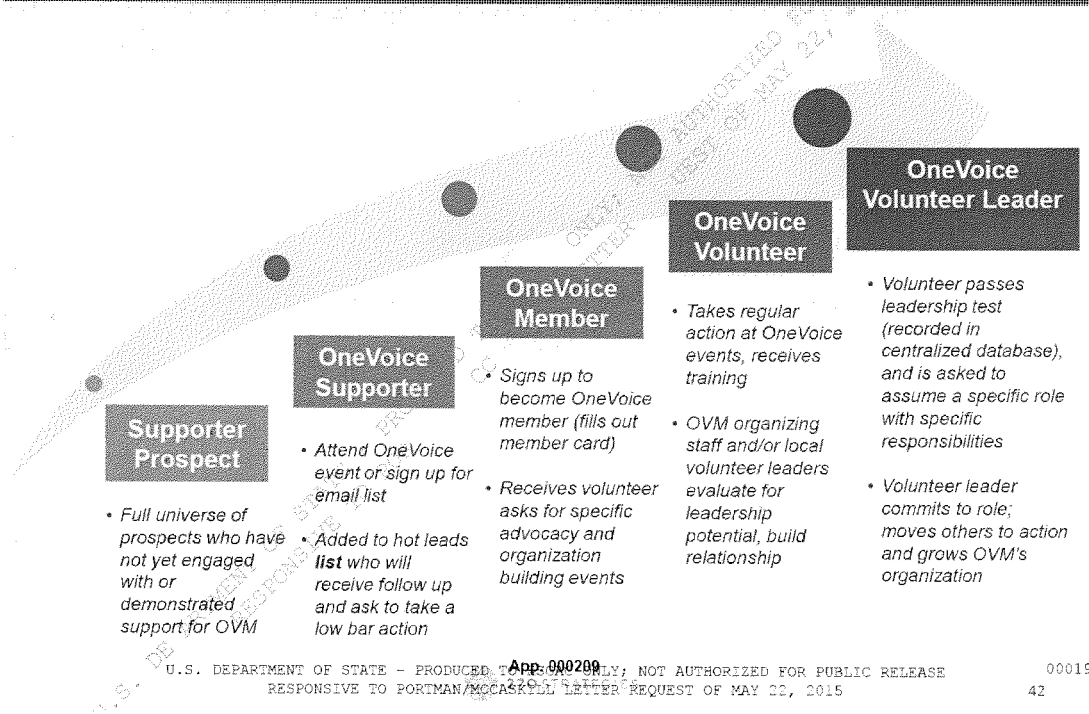
Step 11: After the training, Anna's organizer asks her to step in on Tuesday night and run the phone bank at the field office.



By the next month, Anna is leading phone bank and canvass trainings regularly. She's recruiting volunteers and is in the office four days a week. Everyone is calling her "The Obama lady." She and the local FO are best friends. She asks Anna to become a Neighborhood Team Leader. Anna accepts.

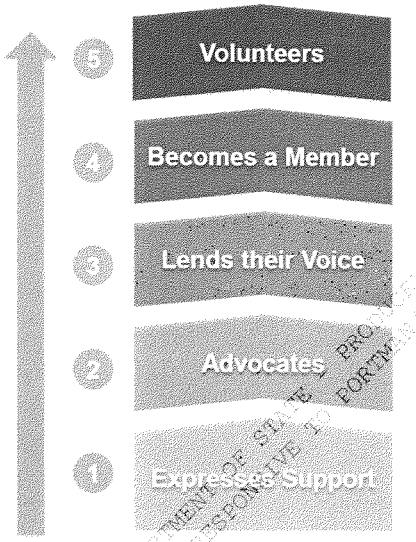
OVI Potential Ladder of Engagement

Ladder of Engagement: Full Evolution of Support



OVI Potential Ladder of Engagement - Example

Supporter → Volunteer Ladder



- Attends a local action-oriented event and completes a shift (Ex: pledge card drive, phone bank, tweet up)
- Completes and signs a membership card (*Added to volunteer prospect list for follow up)
- Signs One Voice Movement pledge card and/or submits their story (online or offline)
- Receives low-bar ask to share OVM's message (Ex: Shares OneVoice graphic on social media)
- Signs up online or in-person to receive more info on how to get involved with OVM (email list, phone #, etc.)

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Developing *your* ladder(s)

Emphasis on integration and individual development

- Define ladders of engagement by role and audience
- Start with simple, low-bar asks that are matched to strategically placed entry points
- Match increasingly higher-bar asks to each rung of the ladder to escalate targets
- Integrate online and offline; remember that different targets should get different treatments/messages
- Remember to consider the role that influencers can play; Are there opportunities to escalate one target by asking them to activate another?

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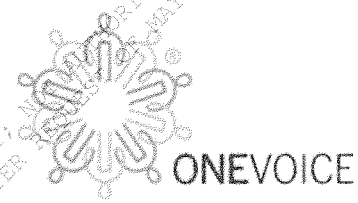

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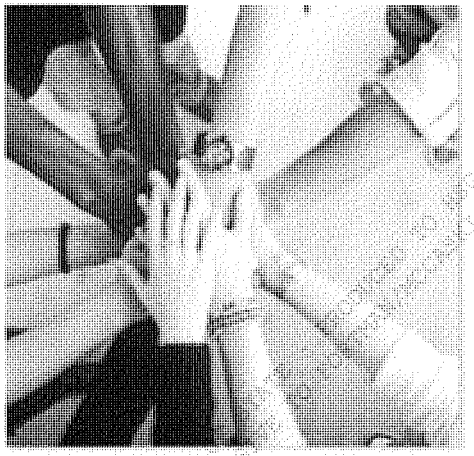
Time Management and Delegation Best Practices

The engine of successful campaigns?
Effective Teams and Managers



- An environment of respect and collaboration is paramount
- Organizations succeed when teams feel valued, respected, encouraged, and supported
- For a team to reach its potential, it must have a strong leader who knows how to manage time and people

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Think of your favorite manager of all time.
(Discussion)

1. What was he or she like?

2. What did he or she do to help you succeed?

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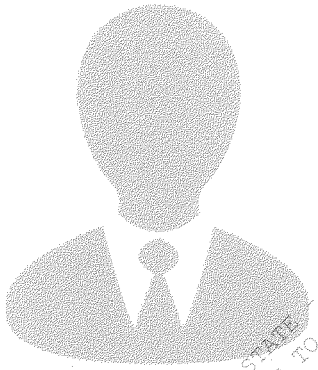
The best managers *coach*

Management Best Practice



- Set a tone of respect and collective ownership
- Listen actively and with an open mind
- View the successes and failures of the team and players as their own
- Adapt for different personalities and levels of experience
- Facilitate open and honest dialogue

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Empower your team

Management Best Practice

Coaches call the shots, but they aren't out on the field playing the game.

As a manager, you will empower your team by:

1) Training
2) Delegating
3) Checking in
4) Providing thoughtful and honest feedback

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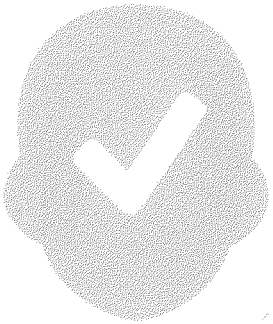
The #1 Rule of Delegation

Delegation Best Practices



Always ask the question:

"Can anyone else do this as well as I can?"

If the answer is yes,
then they should.

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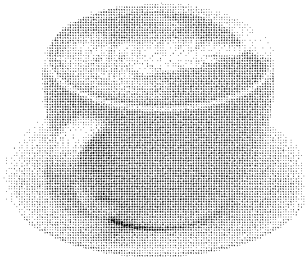
Assign roles and for every task/project

Delegation Best Practices

MOCHA **it out!**

Every task or project should have a:

-Manager
-Owner
-Consultant
-Helper
-Approver



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Final thoughts
Delegation Best Practices

1. Give clear guidance
   Cover the 5 W's – Who, What, When, Where, Why

2. Set deadlines that allow for feedback and revisions *Build in extra time*

3. Check in along the way
   Ever get to the end of a project and then find out you did it all wrong?

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Think of the best feedback you've ever received.
Feedback Best Practices - Discussion

What made the message stick with you?

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Feedback Do's and Don'ts

Feedback Best Practices

Do...

- ✓ Ask for feedback on your own work and management
- ✓ Address challenges before bad habits form
- ✓ Give feedback in the moment
- ✓ Respectfully explain why
- ✓ Exercise positive reinforcement
- ✓ Ask for repeat backs

Don't...

- x Sugarcoat
- x "Sandwich" constructive feedback with compliments
- x Wait to address performance problems until they have become habitual
- x Get defensive
- x Focus on personality

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Multi-tasking: It's a myth. Don't do it.

Time Management Best Practices

"The people we live with and work with on a daily basis deserve our full attention. When we give people segmented attention, piecemeal time, switching back and forth, the switching cost is higher than just the time involved. We end up damaging relationships"

-Dave Crenshaw

The Myth of Multitasking: How "Doing It All" Gets Nothing Done

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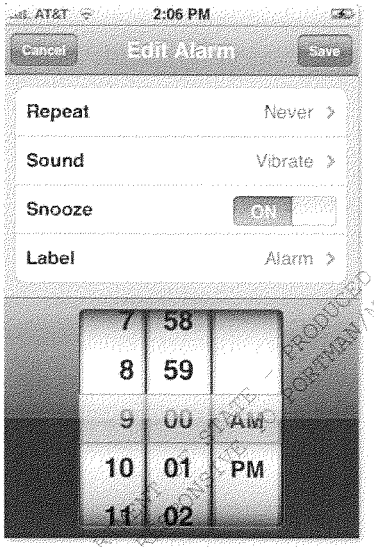
Manage your calendar

Time Management Best Practices



- ✓ Block out your time
- ✓ Do important tasks during your most productive time of day
- ✓ Set reminders and alarms
- ✓ Don't make the perfect the enemy of the good

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Use a prioritized daily to do list everyday

Time Management Best Practices

- ❑ Big Rocks
- ❑ Small Rocks
- ❑ Pebbles
- ❑ Sand (Quick Wins)
- ❑ Long Term Projects

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Don't meet just to meet

Time Management Best Practices

Keep it simple. And come prepared.

Sample Check-in Agenda

1. Priorities for the Week (5 min)
2. Update & Progress to Goals (10 min)
3. Questions/Items to trouble-shoot together (10 min)
4. Long term goals (5 min)
5. Two things going well (5 min)
6. Two things we can do better (5 min)
7. Repeat back of next steps (5 min)

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Check-ins: Ask probing questions

Time Management Best Practices

Question: "So, how is it going?"
Answer: "Pretty good."

...

"What makes you say that?"
"How do you know you're on track?"
"What are you most worried about?"
"What is your approach to that situation?"
"What other approaches did you consider?"

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Q & A

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270 STRATEGIES

ONEVOICE

SWOT ANALYSIS

Mission

Mission Repeat Back

OneVoice Movement seeks to catalyze a two-state solution in the form of a comprehensive, permanent agreement between Israel and Palestine.

To reach this goal, OneVoice is building a grassroots movement that is working to move elected representatives and key players in negotiations toward the two-state solution.

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Strategy
Strategy Repeat Back

Educate and inform the public
Build awareness for the current peace negotiations

Drive the narrative
Amplify the voices of mainstream Israelis and Palestinians

Recruit, engage and develop leaders
Build a grassroots organization to shift the public dialogue

Influence representatives and other key players in negotiations
Advocate, support, and hold accountable

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SWOT ANALYSIS

Planning begins with an assessment

Internal	STRENGTHS	WEAKNESSES
External	OPPORTUNITIES	THREATS

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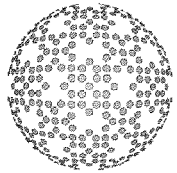

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Timeline and Planning Exercise

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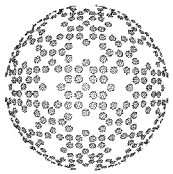

270 STRATEGIES

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Debrief and Closing

Evaluation

Help us improve our trainings for the future

+'s

What went well today?

Δ's

What should we do differently next time?

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RESPONSIVE TO PORTMAN/MCCASKILL LETTER REQUEST OF MAY 22, 2015

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RESPONSIVE TO PORTMAN/MCCASKILL LETTER REQUEST OF MAY 22, 2015

From: 270 Strategies
To: OneVoice Movement
Re: Volunteer Database Recommendation
Date: January 13, 2014

In grassroots organizing, the centralized tracking of volunteers/members is immensely important on a number of levels. The tracking of volunteers and volunteer activities gives organizers on the ground the ability to efficiently grow volunteer activism, leadership, and meet objectives. At the heart of making a decision on a membership database is the question of usability and what will make the job of identifying supporters, recruiting volunteers, and turning volunteers into leaders seamless. There are a number of functions that need to be present in a database and platform to complement the work and objectives of OneVoice's grassroots organizing efforts:

1) Centralized Data
    a. Centralized data will unlock the organizing potential of volunteers and supporters of OneVoice that are currently stored in various forms, i.e., Excel and Google spreadsheets
    b. OVI and OVP each having one database will give OneVoice the ability to build volunteer profiles to determine who is more likely to take the next step up on OneVoice's ladder of engagement
2) Ability to Track Survey Questions and Codes
    a. The ability to enhance existing data with information collected on the ground will allow organizers to work smarter and more efficiently
    b. Survey questions and codes can help gauge support, level of interest, willingness to volunteer, potential /confirmed volunteer leaders that are key to having an effective ladder of engagement
3) Events Calendar
    a. A calendar that allows organizers to set up events and track attendees within the database's user platform
    b. A calendar tool that is utilized correctly can make good events great by helping organizers build for an event ahead of time, confirm attendance, and after the event show, of those scheduled, who actually attended events
4) Dynamic Saved Queries
    a. Query functionality will allow for the tracking of volunteers as they move through a ladder of engagement
    b. Dynamic query creation allows organizers and volunteers instant access to the refined recruitment lists for distribution and outreach
    c. The ability to easily create queries within the database allows OneVoice to answer basic questions that are paramount to gauging organizational success

If all of these functions are present in a user database, organizers will have the tools they need to organize effectively, and leadership will be able to analyze the data to make sure objectives around events, supports, and team leaders are met.

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Platforms to consider:
NGP VAN: The VAN database was built under the guidance of Obama for America. Tightly integrated with the voter file and your voter contact program, VAN provides a complete suite of volunteer management tools for tracking your activists and setting up and scheduling events.
Strengths: Industry standard for list targeting, integrates volunteer development and voter contact outreach well, has good mobile capabilities, and has social media add-ons.
Weakness: Interface is not as flashy and can be clicking-heavy at times.

NationBuilder: NationBuilder is the world's first Community Organizing System: an accessible, affordable, complete software platform that helps creators grow and organize communities to achieve great things. NationBuilder offers easy-to-update websites, a people database, and communication tools like email, text messaging, and social media--all in one system.
Strengths: Great interface and integrated social media tools.
Weakness: Query capability is not as intuitive for organizers, and analyzing data for reports can be cumbersome.

The Action Network : The Action Network aims to be an online and mobile organizing tool. Its main features are around events, fundraising, email, and online forms (surveys). This platform is offered to individuals and small groups for free with additional add-ons.
Strengths: Integrated fundraising and email tool for engaging lists.
Weakness: May not scale to a larger group of organizers and volunteers.

Knack: Knack is a set of web apps to build your own online database. With Knack anyone can build apps to access your data from anywhere, run reports and analytics, and share it with users, staff, and volunteers. Apps built on the Knack platform can be published on any website.
Strengths: Extremely flexible in terms of the types of web apps that can be built. This tool is not explicitly an organizing tool, but apps can be created and customized to fit needs.
Weakness: Labor intensive setup on the front end.

Recommendation: 270 Strategies recommends NGP VAN as a database for OneVoice to track grassroots organizing efforts. NGP VAN meets all of the criteria listed that will help OVP and OVI centralize information and have the user interface that meets the demands of a grassroots campaign. NGP VAN's volunteer tracking tools were built with grassroots organizing in mind and were the primary grassroots data tools during the 2008 and 2012 Barack Obama Campaign. NGP VAN is flexible enough to also incorporate the same set of tools with the same database to help with contacting voters who are not yet supporters or volunteers with OneVoice.

Price Estimate:
Maintenance Fees:
Contact Length:
Price dependent about list size, list acquisition, length of subscription, and add-on services

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Executive Summary:

Over the past ten years, OneVoice has built a broad-based and motivated network of youth leaders on both sides of the Green Line, with over 10,000 Israelis and Palestinians passing through our Youth Leadership Programme (YLP). However, those opposed to our mission have also strengthened. The well-organised and highly disciplined settler movement has seen the number of West Bank units grow by 50% over the same period (less than 240,000 in 2004, numbering more than 370,000 today). Radical elements in Palestine, including Hamas and proponents of a one state solution and the BDS movement, have built organisations with solid bases of support and tangible political influence.

Whilst OneVoice's core audience has numerical weight on its side—with strong majorities in both societies backing our approach—we must recognise that the discipline, determination and rear-guard energy that our opponents have displayed has been incredibly effective. The result is a situation where the leadership in both societies is increasingly more influenced by the threats and machinations of active minorities than by the passive majority.

What is needed is an approach that energises, organises and leverages that two-state majority on both sides, ensuring its numerical weight is politically realised.

In Israel, OneVoice has built a thriving network of chapters on every university campus, but we now need to use this core to impact upon the reality outside of colleges. We want to build a movement that resonates with a wider demographic; families in poor development towns in the Negev who are seeing subsidies go to wealthy settlers instead of to them; young families who are worried about the future their children will inherit if this conflict remains unresolved. Their weight must be felt within Israeli politics and society, and in the programme and composition of any Israeli government. OneVoice is already taking steps towards this aim; our "Two-States" Caucus is the single biggest caucus in the Knesset, and we are in the process of recruiting a team of watchdogs to disseminate content from within the Knesset and thus better chart our progress. The Watchdog Programme is a means of building connections between government and a grassroots movement which we hope to be the biggest of its kind in Israel by the time of the next election.

In Palestine, we have built the second-largest youth movement in the West Bank, and the only two-state advocacy organisation in Gaza, but this is not enough. In 2006, when we were much smaller, we ran the very first "get out the vote" campaign in the entire Arab world. Now, with potential elections looming, we must become the single biggest non-partisan political force in Palestine, playing a critical role in ensuring that a pro-two state, anti-violence voice dominates, and is seen as the natural home for all those committed to ending occupation and creating a viable Palestinian state, at peace with Israel and its neighbours. A bloc of thousands of politically active, highly motivated and tactically disciplined young Palestinians could help to determine the coming elections, and the makeup of the next generation of Palestinian leaders.

In order to build the single biggest organisation in this space, and one that is unique in operating on *both* sides of the Green Line, adhering to the very same vision and message, we are enlisting the help of the global leader in grassroots organising, 270 Strategies. 270 were the masterminds of the Obama Campaign's grassroots strategy in both 2008 and 2012. Those campaigns, and the systems, strategies and

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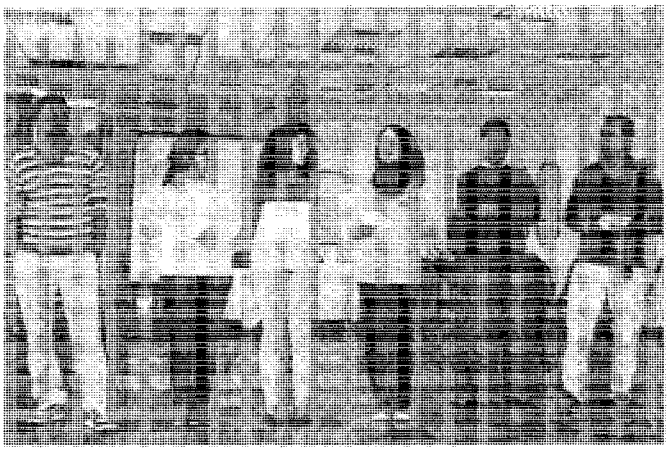
mechanisms that underpinned them, were groundbreaking innovations, whose sophistication far exceeds anything currently being used anywhere in the Middle East. Capitalising on this experience can turn the tables, taking the initiative away from the well-organised and resourced extremist minority, and allowing the pro-peace community to set the agenda once more.



About the OneVoice Movement

The PeaceWorks Foundation and OneVoice Movement, an Israeli-Palestinian parallel grassroots initiative promoting a two-state solution, is an international nonprofit with offices in Ramallah, Gaza, and Tel Aviv, as well as international offices in London and New York.

OneVoice was founded in 2002 as the flagship programme of the PeaceWorks Foundation following the breakdown of the Oslo Accords and the Second Intifada. Its mission is to inspire young people to create a peaceful end to the Israeli-Palestinian conflict by strengthening the influence of mainstream Israelis and Palestinians in favour of a two-state solution through public discourse. The organisation empowers the "one voice" of the moderate majority on both sides, who then propel their elected representatives toward an end to the occupation and a two-state solution based on the 1967 lines – thereby guaranteeing a viable independent Palestinian state that exists side by side in peace and security with Israel. The purpose of this request is to seek funding for implementation of 270 Strategies' recommended overhauls and improvement of OneVoice's grassroots work, which will focus on the use of data-driven methodology to enable OneVoice to further its conflict resolution mission.

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Need

OneVoice has successfully grown as an organisation over the past twelve years in spite of the ongoing challenges of the Israeli-Palestinian conflict. However, the deteriorating political environment, and the urgency with which a deal must be reached calls for new techniques for mobilising supporters of the two-state solution. We already have large grassroots movements in Israel and in Palestine, but we understand the need to radically increase both the size and, crucially, the structure and sophistication of our human infrastructure.

In order to achieve this qualitative and quantitative leap, OneVoice has hired 270 Strategies to streamline its work; by capitalising on data-driven techniques and some of the most sophisticated and ground-breaking thinking on mobilisation and civic volunteering, we can ensure that funding and resources dedicated to the Youth Leadership Programme (YLP) generate greater impact than ever before, allowing us to scale up to unprecedented size in both Israel and Palestine, increasing the effectiveness of each volunteer, and the reach of every campaign.

Meeting the Need

270 Strategies (270) is a consulting firm founded by Jeremy Bird and Mitch Stewart, the duo that orchestrated the grassroots field operation of President Barack Obama's 2008 and 2012 presidential campaigns. They have been engaged by OneVoice to evaluate and recommend a fresh approach to the organisation's grassroots organising model in Israel and Palestine. 270's methodology is premised on capturing the power of the *Snowflake* model for grassroots organisation, which acts systematically to build a ladder of engagement for each volunteer as they come into contact with the organisation. The model is informed by best-in-class thinking on leveraging existing volunteers, inspiring and activating additional volunteers, and integrated grassroots and communications campaigns which amplify and compound the reach and effectiveness of the organisation.

With the changes advocated, OneVoice Israel(OVI) and OneVoice Palestine(OVP) will be able to make every shekel we spend on our Youth Leadership Programme go much further, building a scalable model that can transform the lives of hundreds of thousands and even millions of Israelis and Palestinians. The data driven approach will also allow us to measure progress in a far more sophisticated and revelatory way, providing deep insights into what is working and how it can be better harnessed to produce further growth and impact.

The recommendations provided by 270 Strategies were informed by a discovery phase, in which they developed a deep understanding of the organisational challenges and successes faced by OneVoice. This phase comprised of 26 interviews with 14 internal stakeholders, three week-long trips to the region, document analysis, a SWOT assessment, and thorough observation of OneVoice's inner workings. 270's final recommendations on OneVoice's theory of change, organising model, ladder of engagement, staffing and organisational structure, and data list-building techniques, are all designed to amplify OneVoice's four key objectives.

1. **Educate and inform the public.** *Build awareness about the status of the negotiations process.*

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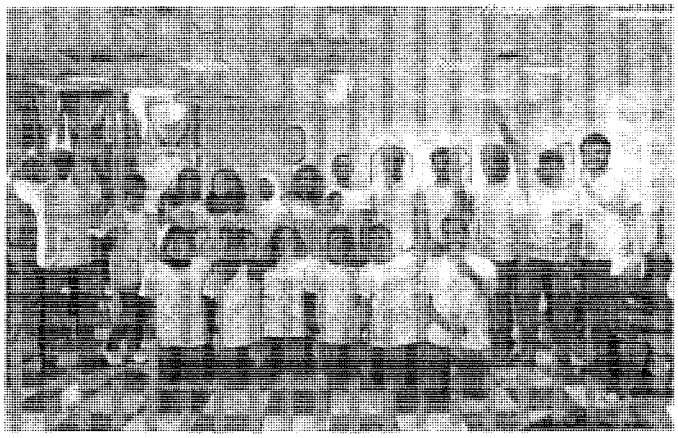
2. **Drive the narrative.** *Amplify the voices of mainstream Israelis and Palestinians.*
3. **Recruit, engage, and develop leaders.** *Build a grassroots organization to shift the public dialogue.*
4. **Influence representatives and other key players in the peace process.** *Advocate, support, and hold these elected officials accountable.*

Historically, OneVoice's Youth Leadership Programme (YLP) has served as the primary vehicle that OneVoice has employed to meet its four objectives. The programme trains participants in leadership skills, forming a sophisticated cadre of activists who inform and invigorate public opinion, form a voting bloc, and promote accountability among elected officials. Training is grounded in balancing skills-building with delivering the knowledge required to execute campaign strategy. The programme was designed specifically to target youth populations in a conflict environment where few opportunities for constructive political engagement are open to young people, thus capturing the full political potential of the young generation. Following the recommendations by 270, the movement recognises that if it is to instill lasting change, training and developing leaders only at the youth level limits the scope and reach of the organisation. To have lasting impact, OneVoice must reach out to supporters of all ages to join the movement, creating local leaders at the neighborhood level to act as multipliers. The transition to this more nuanced grassroots tactic requires a restructured organising model as well as an expansion of staff.



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Restructured Organising Model

Moving forward, OneVoice's Youth Leadership Programme will incorporate the previously mentioned *Snowflake Model* (see Addendum 1), a grassroots organising methodology designed and pioneered by 270 Strategies in the 2008 and 2012 presidential campaigns Barack Obama. The model provides a means to ensure sustainable management ratios, clear pathways for open and honest communication and best practice sharing, mutual accountability, clearly defined roles and expectations, interdependence, shared responsibility, and the creation of a multiplying effect that allows for effective decentralisation. Put simply: it allows us to grow exponentially, at a lower cost-base than is currently the case, and with every volunteer recruited generating a far greater impact on their respective society.

1,000 newly-trained Youth Leaders become activist organisers who in turn manage a group of 10,000 team leaders. These team leaders then manage another cadre of 30,000 team members, who ultimately go on to organise 2.2 million OneVoice volunteers. This restructuring of the Youth Leadership Programme means that the initial cost of training a Youth Leader reverberates throughout the organisation as it creates a scenario wherein greater support from the public also results in a very low-cost increase in the organisation's capacity. National campaigns—which Onevoice runs throughout the year—no longer just raise awareness, they recruit activists, who in turn mount campaigns and initiatives at the local level.

To promote a cohesive parallel operation, each regional office is rolling out "Add Your Voice" cards in Hebrew and Arabic respectively. By using the same card as a recruitment and data collection method to sign up newcomers, OneVoice will build capacity in a uniform way across both offices. These signatories will then be fed into the ladder of engagement, which cultivates a volunteer prospect into a volunteer leader through five steps. These steps are designed to test the commitment of the volunteer, whilst providing a support system to ensure that volunteers are retained and mobilised through graduated "asks."

Restructured Staffing Model

In order for OneVoice to build this *Snowflake* model, it is imperative that the movement follow 270's staffing recommendations (Addendum 2) which will sustain this integrated approach. OneVoice Israel (OVI) and OneVoice Palestine (OVP) must be aligned and complementary – the success of the organisation lies in its parallel identity and structure. Without mirroring support from both peoples, the mission will be undermined. It is for this reason that the addition of three new departments - Organising, Data, and Digital - will all feature an international director working in collaboration with directors in each regional office. This will ensure consistency between OneVoice's regional and international offices.

For example, the International Organising Director will oversee the National Organising Directors for OVI and OVP. The National Organising Directors will be tasked with managing OneVoice's Regional Coordinators, who at present only work part-time, but under this organisational structure would become full-time employees. Each Regional Coordinator will be assigned a geographical area and will be responsible for multiple volunteer organisers. The Data and Digital departments will follow a similar model. This integrated three-pronged approach (Organising, Data, and Digital) results in each branch being supported by the other two branches while providing reciprocal support. Smart digital organising

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not only mobilises supporters online, but also converts online support to offline support. This is particularly critical given the need to turn high numbers of online support for GVI and OVP (current numbers stand at 345,526 Israelis and 367,699 Palestinians who have signed an online pledge of support) into offline volunteers. Turning online support into offline activism is one of the toughest challenges in grassroots organising, and the Obama Campaigns of 2008 and 2012 are seen as the most successful instances of such conversion.

The inclusion of these interweaving positions will result in sustained action, whereby supporters are engaged and active at all times, allowing the organisation to grow faster than at present. Such an organisational structure also facilitates uniform recruitment methods and a ladder of engagement: vital tools for an organisation with two separate regional offices that work in parallel.

Improved Data Collection Tools and Methodology:

The effectiveness of such an approach depends on an informed, data-driven approach that provides real-time insight into levels of programmatic impact. With the recommendation of 270 Strategies, OneVoice is seeking to upgrade to the NGP VAN platform, an award-winning, sophisticated database built under the guidance of Obama for America. NPG VAN is recognised as the preeminent tool in grassroots organising, having delivered reliable, game-changing results for the 2008 and 2012 Barack Obama Campaigns, all National Democratic Committees, and thousands of other leading organisations. VAN's voter tracking capacities are central to 270 Strategies' strategic plan framework for OneVoice, particularly as they pertain to the design of a new ladder of engagement and the utilisation of the *Snowflake* model for volunteer management.

No organisation in Israel-Palestine is using systems or techniques as sophisticated and bespoke as these; their employment will give OneVoice a huge advantage in its efforts to improve effectiveness and radically scale up impact. OneVoice intends to use this new data software to directly benefit operations on the ground. By using centralised data, each office will be able to build volunteer profiles that determine which volunteers are primed to grow on the ladder of engagement. They will be able to track every volunteer and build an education, training, and empowerment approach that is tailored to each volunteer's strengths, interests, and capacities. This software will afford an ability to track survey questions and codes which ultimately permits organisers to work more efficiently. NPG VAN also includes an events calendar, which will aid organisers as they set up events ahead of time while tracking attendees within the database's user platform. This will allow us to measure the impact of every event—no matter how big or how small—in a way that current technology does not allow for. Finally, this software has the capacity to perform dynamic saved queries, giving organisers instant access to refined recruitment lists for distribution and outreach.

Request for Support

The total cost of this grassroots evaluation and metrics software will be £79,650 per year. Moreover, in order for the recommendations stated above to be enacted effectively across all offices, OneVoice requires the creation of 11 new positions and ultimately 25 new personnel. We recognise that this is a very large

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investment, but it will allow us to grow exponentially. With the implementation of the new strategies we have the capacity to quickly become the biggest organisation working on this issue on both sides of the Green Line.

The positions we need to fill include an International Organising Director, an International Data Director, an International Digital Director, a National Data Director for OneVoice Israel (OVI), a National Data Director for OneVoice Palestine (OVP), a National Digital Director for OVI, a National Digital Director for OVP, a National Organising Director for OVI, a National Organising Director for OVP, four Regional Coordinators for OVI, and five Regional Coordinators for OVP. (OneVoice currently has both an OVI and OVP Youth Leadership Program Director.) The total for these positions is £435,434. The additional cost retaining 270 Strategics services as they train and mobilise this new continent of staff and resources will be £70,000.

An annual grassroots budget of £585,884 will give OneVoice the powerful tools they need to make it possible for Israelis and Palestinians to work together to demand peace and harness the political support necessary to end the conflict. This overhaul will allow us to grow sustainably, so that the recruitment of hundreds of thousands of supporters can be done fluidly, allowing us to deploy this capacity toward goals that are as challenging as they are urgent and essential.

This is a substantial investment in OneVoice's grassroots strategy. We have already built very solid foundations in both Israel and Palestine, but such an investment would allow us move to the very centre of the debate in both societies, simultaneously; and at a time when the two-state solution is being increasingly challenged by extremist voices on both sides.

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The OneVoice Movement: Incorporating a Data-Driven Approach

					1USD = .59 GBP
I. Metrics Software			**Annual Cost in USD**		**Annual Cost in GBP**
		VAN	$ 135,000.00	£	79,650.00
II. Personnel			**Annual Salary in USD**		**Annual Salary in GBP**
	International				
		International Organising Director	$ 50,000.00	£	29,500.00
		International Data Director	$ 56,250.00	£	33,187.50
		International Digital Director	$ 56,250.00	£	33,187.50
	OVI				
		National Data Director	$ 43,330.00	£	25,564.70
		National Digital Director	$ 43,330.00	£	25,564.70
		National Organising Director	$ 43,330.00	£	25,564.70
		Regional Coordinator	$ 30,000.00	£	17,700.00
		Regional Coordinator	$ 30,000.00	£	17,700.00
		Regional Coordinator	$ 30,000.00	£	17,700.00
		Regional Coordinator	$ 30,000.00	£	17,700.00
		Campus Coordinators	$ 14,581.00	£	8,602.79
		Campus Coordinators	$ 14,581.00	£	8,602.79
		Campus Coordinators	$ 14,581.00	£	8,602.79
		Campus Coordinators	$ 14,581.00	£	8,602.79
	OVP				
		National Data Director	$ 34,670.00	£	20,455.30
		National Digital Director	$ 34,670.00	£	20,455.30
		National Organising Director	$ 34,670.00	£	20,455.30
		Regional Coordinator	$ 24,000.00	£	14,160.00
		Regional Coordinator	$ 24,000.00	£	14,160.00
		Regional Coordinator	$ 24,000.00	£	14,160.00
		Regional Coordinator	$ 24,000.00	£	14,160.00
		Campus Coordinators	$ 16,800.00	£	9,912.00
		Campus Coordinators	$ 16,800.00	£	9,912.00
		Campus Coordinators	$ 16,800.00	£	9,912.00
		Campus Coordinators	$ 16,800.00	£	9,912.00
	TOTAL		**$ 738,024.00**	**£**	**435,434.16**
III. 270 Strategies Consulting			**Annual Cost in USD**		**Annual Cost in GBP**
		270 Strategies Fee	$ 120,000.00	£	70,800.00
GRAND TOTAL			$ 993,024.00	£	585,884.16

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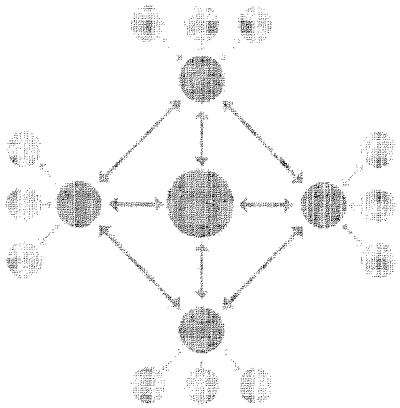
270 Recommendations

Addendum

Organizing Model: Snow Flake Model Designed to Scale



Benefits of this model:

- Sustainable management ratios
- Clear pathways for open and honest communication & best practice sharing
- Mutual accountability
- Clearly defined roles & expectations
- Interdependence; shared responsibility
- Multiplying effect; allows for effective decentralization or "hyper-localization"

1

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270 Recommendations

Ladder of Engagement: Clear Roles for Clear Scaling

Scaling the Organization

2.5K Organizers

10K Team Leaders *(4:1)*

30K Team Members *(3:1)*

2.2M Volunteers *(70:1)*

Each organizer managed an organization of 1K people

2

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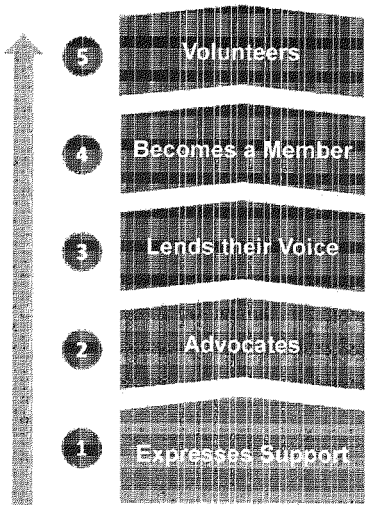
270 Recommendations

One Voice Tiered Leader Engagement

Confidential



- Attends a local action-oriented event and completes a shift (Ex: pledge card drive, phone bank, tweet up)
- Completes and signs a membership card (*Added to volunteer prospect list for follow up)
- Signs One Voice Movement pledge card and/or submits their story (online or offline)
- Receives low-bar ask to share OVM's message (Ex: Shares OneVoice graphic on social media)
- Signs up online or in-person to receive more info on how to get involved with OVM (email list, phone #, etc.)

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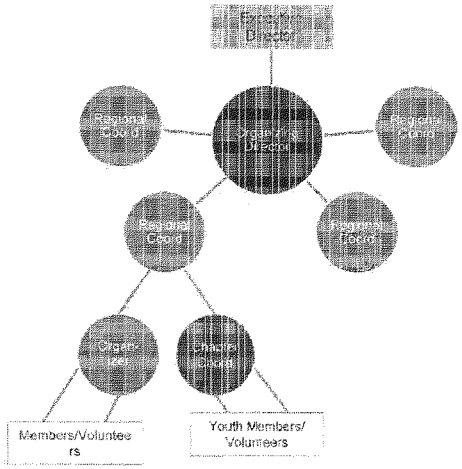
270 Recommendations
Organizational Structure Based on Snow Flake Model



Regional Coordinators report to the Organizing Director and are assigned geographical areas.

Each Regional Coordinator is responsible for multiple Organizers and a single Chapter/Campus Coordinator.

Organizers will recruit and engage members and develop and manage volunteer leaders to work as teams in neighborhoods across sites.

Chapter/Campus Coordinators will run your existing YLP programs, focusing solely on youth recruitment and engagement.

Each element of the model will maintain sustainable management ratios, have clear roles and responsibilities, and will empower individuals as multipliers for the organization.

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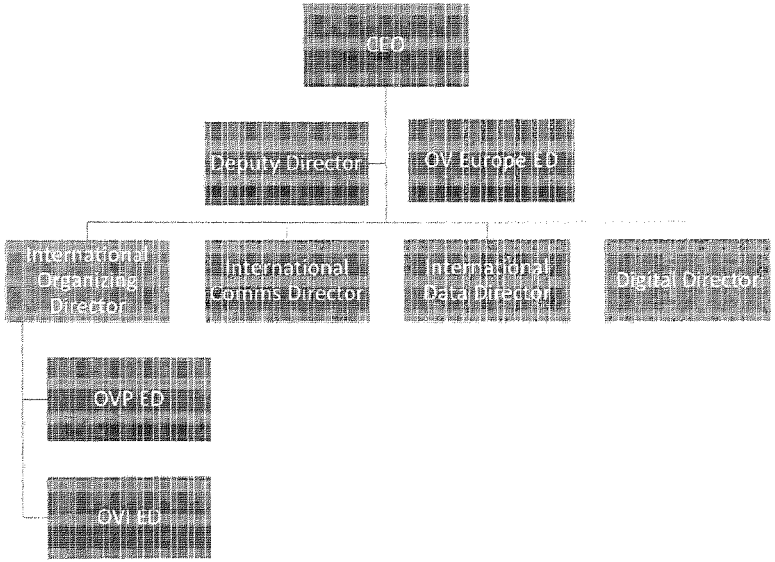
270 Recommendations

Staffing: International



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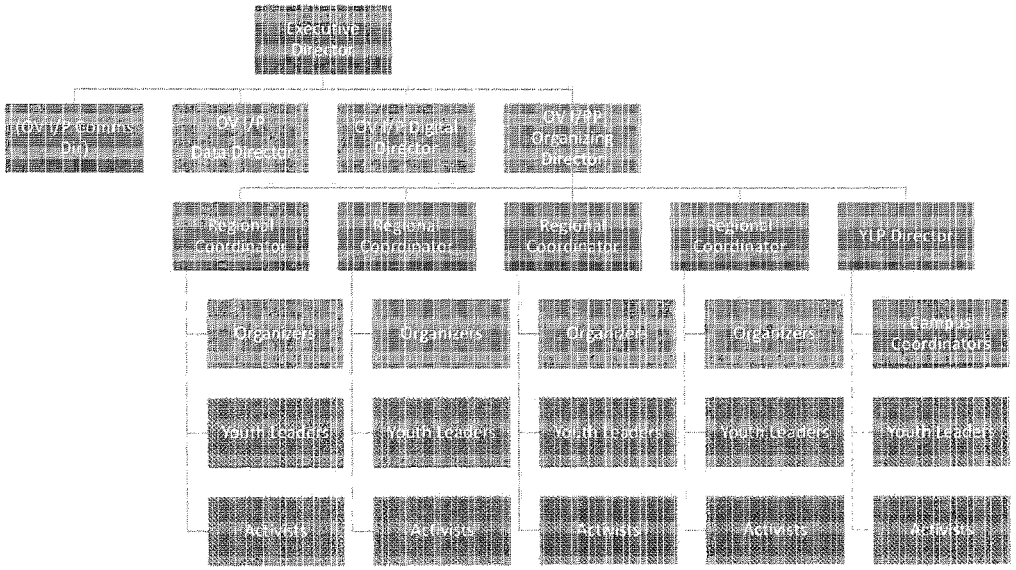
270 Recommendations

Staffing: One voice, Israel and Palestine



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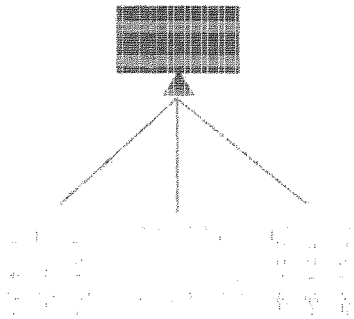
270 Recommendations

Addendum VII

Data & List Building: Your List is your Movement



Capacity Building: Your priority is to build capacity by growing your list of members

Targeting: By tracking members' actions you can target them for specific asks, moving them up the ladder of engagement over time

Accountability: By establishing clear goal-setting and reporting processes you create a mechanism for accountability, that leadership can compare to hard data

Investment: An integrated data solution is a long-term investment for success

Crowd-Sourcing/Democratization: Everyone in your organization should input data on individual engagement using one, integrated database system

Confidential Treatment Requested By PeaceWorks Network Foundation

U.S. Department of State – Bureau of Near Eastern Affairs
Opportunity Number: MEPI-MEPICA-14-018
Competition ID: MEPI-MEPICA-14-018-049384
Implemented by OneVoice Palestine
May 15, 2014

Introduction:

The PeaceWorks Network Foundation and OneVoice Movement, an Israeli-Palestinian parallel grassroots initiative promoting a two-state solution, is a 501(c)(3) international nonprofit with offices in Ramallah, Gaza, New York City, and Tel Aviv. OneVoice was founded in 2002 as the flagship program of the PeaceWorks Network Foundation following the breakdown of the Oslo Accords and the Second Intifada. Its mission is to inspire young people to create a peaceful end to the Israeli-Palestinian conflict by strengthening the influence of mainstream Israelis and Palestinians in favor of two states for two peoples in public discourse. The organization empowers the "one voice" of the moderate majority on both sides, who then propel their elected representatives toward an end to the occupation and a two-state solution based on the 1967 lines - thereby guaranteeing a viable independent Palestinian state living side by side in peace and security with Israel. The purpose of this request is to seek funding for the civic engagement programming operated by OneVoice Palestine, created in an effort to strengthen active citizenship and government accountability at the Palestinian grassroots and community level in furtherance of its conflict resolution mission.

Summary:

This proposal, when funded in the amount of $801,357, will strengthen the democratic process and civic engagement in the occupied Palestinian territories at the grassroots and community levels through the activities conducted by OneVoice Palestine over an eighteen-month period, namely its Town Hall Meetings series, Siaseh Political Café, and the Youth Leadership Program. Through these initiatives, OneVoice Palestine will provide: 1) town hall meetings and the Siaseh Political Café public forum, each of which promote meaningful dialogue around the difficult but important issue of supporting a two-state solution while also serving as a venue to build voter registration and political education; 2)train participants in leadership skills through the Youth Leadership Program so that they may learn how to act as watchdogs, form a voting bloc, and promote accountability and, 3) survey attendees in an effort to conduct public opinion research. These activities are consistent with the United States' goal of supporting the development of participatory societies where citizens have regular opportunities to play active roles in governance. The request for funding for the work done by OneVoice Palestine named above comes at a critical juncture in time after the pause in negotiations, recent reconciliation between Fatah and Hamas, and promise of upcoming elections. Programming will be split into three six-month long phases in congruence with the pre and post-election period, in which OneVoice Palestine's goal will be to achieve the cultivation of a sophisticated cadre of supporters and a voting bloc of informed moderate voters through events.

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Need:

Although OneVoice Palestine's primary aim is to mobilize the grassroots to support a two-state solution, the movement recognizes that such a solution is only achievable through a democratic process. It is therefore the ultimate hope that the people, through a referendum, will make the two-state solution and an end to the conflict a reality. This will occur when there are high rates of political participation, especially among youth. Youth experiences and rates of participation differ based on entry point of engagement, identities, structures established, and networks joined.

The current environment of mistrust in the occupied Palestinian territories has proven that conventional methods to end the conflict are ineffectual. Every day, negative facts are created on the ground that further erodes the viability of the two-state solution and with it, hopes for stable democracy with a high rate of civic engagement. According to an October 2013 poll conducted by the Arab World for Research & Development (AWRAD), 58% of Palestinians support non-violent means to end the occupation. Yet, their voices – and the voices of the moderate majority on both sides – are often drowned by the clamor of extremists, negating their ability to gain political traction.

Extremists are defined by their stances of intolerance and utilization of violence, both of which inherently reduce the rate of conversation and eventual compromise with what they see as the 'other'. Moreover, the current issues of poverty, unemployment, inadequate access to healthcare, and denial of basic human needs and rights as a direct result of life under occupation coupled with daily instances of oppression serve as breeding grounds for extremism. This is even more compounded for those that experienced the first and second intifadas as children. When extremism becomes the only viable outlet for youth frustration for a childhood of traumatic experience, democracy and civic engagement suffer as this key demographic recedes from constructive conversation and finds itself largely absent from the polls. Palestinian youth comprise 27% of the population, of whom only 34.7% voted in the last elections. [1]Even more alarming is the fact that 76% of Palestinian youth consider themselves to be politically inactive, and 40% of Palestinian youth don't affiliate themselves with a political party.[2] According to UNDP (2012) Enhancing Youth Political Participation throughout the Electoral Cycle, "Both formal and informal engagement can be understood as political participation, and both are beneficial for a vivid and resilient democracy and should be supported. There is strong evidence that the participation of young people in formal, institutional political processes is relatively low when compared to older citizens across the globe. This challenges the representativeness of the political system and leads to the disenfranchisement of young people."

Moreover, Palestinian youth remain unaware of the short and long-term benefits of a two-state solution, evidence of which can be seen in the lack of constructive civic participation in support of the two-state solution by this key demographic. Palestinian youth are desperately in need of a forum that provides civic literacy, accurate information on the two-state solution and history of negotiations, as well as a place for debate around issues at the forefront of the national dialogue. Such a forum will not only provide a counterpoint to the rampant growing extremism, but

[1]Central Elections Commission Palestine, "Local Elections 2012/2013 Statistical Summary" http://www.elections.ps/Portals/0/pdf/LE2012/LE2012 StatisticalSummary EN.pdf
[2] http://www.awrad.org/page.php?id=5bztpvMTrOa9844752ASqeMnrjdQS

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ultimately will result in an increase in voter turnout and civic engagement among moderates – the demographic most likely to select politicians in favor of a two-state solution.

OneVoice's Youth Leadership Program (YLP), Town Hall Meeting series (THMs), and Siaseh Political Café (Siaseh) provide constructive outlets for Palestinian youth frustration surrounding the current status quo in an area where such opportunities are limited, yet so desperately needed. The impact of these opportunities is clear; discussion-based events for political issues held before elections have been shown to increase youth voter turnout.[3] This was echoed in Pal-Think's November 2013 policy paper, "The government should initiate specific programs in order to encourage youth political participation … [and] emphasize the right to vote and the responsibility of the youth in ensuring the creation of a 'good' Palestinian society."

Meeting the Need:

Youth Leadership Program

With 21 chapters across the West Bank and an office in Gaza, OVP has swelled to become the second largest youth movement in the occupied Palestinian territories. Through the Youth Leadership Program (YLP), OneVoice Palestine trains participants in leadership skills, forming a sophisticated cadre of activists who act as watchdogs, form a voting bloc, and promote accountability among elected officials. Youth leadership training captures the full political potential of young people and women. The program was designed to specifically target youth populations to address a conflict environment where few opportunities for constructive political engagement are open to young people. Although young Palestinians stand to benefit the most from a renewal of peace negotiations and a stable democracy, they require a well-developed pathway into non-violent political engagement more so than other demographics. This fact is even more compounded for young women. The OneVoice Movement has pioneered programming to promote equal participation and opportunities for women in all forums and peace activities, and strives to enhance their role at the decision-making level. Careful consideration has been taken to ensure that each level of programming consists of equal participation rates between women and men.

The Youth Leadership Program is premised on the theory that training promising young Palestinians to become engaged political advocates for a two-state solution is vital to increasing the representation of the moderate majority who will push for political leadership to return to negotiations. Through participation in the Youth Leadership Program, young Palestinians are given the tools and resources to play constructive and non-violent roles in the political arena. The Youth Leadership Program is an 18-month long four-level initiative that delivers customized curriculum on conflict mediation, public speaking, political knowledge, and leadership development training to promising young Palestinian women and men ages 18-35. Programming is comprised of several workshops held at each of the four main training levels: Introductory, Basic, Advanced, and Senior Advanced.

Emphasis is placed on participants gaining the skills to become successful political advocates for a two-state solution, who mitigate conflict at the grassroots level by mobilizing the moderate

[3] http://www.csupomona.edu/~smemerson/business318/articles101/youthvoting.pdf

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non-violent majority in their communities. Youth leaders spearhead unique activities – from town hall meetings that build consensus for tough compromises, to public awareness campaigns that underscore the urgency of a peace agreement, to initiatives that pressure leaders to take constructive action to move the peace process forward. The proposed training strategy is based on the Youth Leadership Program's successful youth-training model that employs best practices in critical areas of programmatic sustainability: leadership development, organizational development, programmatic development, community engagement, and grassroots and political organizing

The Youth Leadership Program is designed using a "Snowflake Model," which provides a means to ensure sustainable management ratios, clear pathways for open and honest communication and best practice sharing, mutual accountability, clearly defined roles and expectations, interdependence, shared responsibility, and creates a multiplying effect that allows for effective decentralization. This enables a scaling of the organization: the 1,000 newly trained Youth Leaders will become activist organizers, who turn will manage a group of 10,000 team leaders, who in turn will manage another core of 30,000 team members, whowill ultimately organize 2.2million volunteers.

The Youth Leadership Program takes a holistic approach and customizes its programming to the specific needs found in the political environment of the occupied Palestinian territories. The program's innovation lies in the fact that it is youth-driven and empowers participants to be change-agents in their communities. To date, over 4,500 young leaders have been engaged. Training balances skill building with the knowledge required to execute campaign strategy. Each level of programming utilizes six intervention strategies: Leadership Skills Training, Integrated Peace Building, Conflict Resolution/Dialogue Skills, Public Speaking, Initiative Design, Political Knowledge, and Grassroots Political Organizing.

OneVoice initiatives incorporate all ages and groups and serves people of every capability. OneVoice does not exclude based on race, socioeconomic status, ethnicity, gender, sexual orientation, physical ability, or language. Importance is placed on empowering disenfranchised youth embroiled in the conflict zone and occupation.

Goals and Objectives

OneVoice Palestine's Youth Leadership Program (YLP) recruits, engages, and develops leaders in an effort to build a grassroots organization to shift the public dialogue. YLP has three main objectives: 1) to cultivate 1,000 new young Palestinians to be leaders of their communities and advocates for the two-state solution through four levels of training, 2) to connect public officials to the moderate Palestinian majority in favor of a two-state solution through grassroots youth leaders and; 3) to create opportunities for young people to take part in constructive and non-violent initiatives that actively promote the two-state solution.

Results

As a result of programming, at the end of the project period, OneVoice will have trained 1,000 new Youth Leaders. Core leadership activists will be incentivized to become increasingly active, planning and executing festivals, marches, and rallies to promote the OneVoice vision throughout their prospective regions. These Youth Leaders will also organize twenty Town Hall

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Meetings throughout the region, which will also serve as a program recruitment device as well as a venue to drive voter registration and conduct public opinion polls.

Youth-led initiatives, town hall meetings, and the Siaseh Political Cafes broaden the reach of the movement and expand the capacity of the organization through a ladder of engagement. In the initial phase, a citizen who is unfamiliar with the organization attends a OneVoice event or signs up on the organization's email list This person is then added to a "hot leads" list who will receive a follow-up response, as well an ask for a low bar action. At this stage, the citizen becomes a OneVoice Supporter. The OneVoice Supporter is then asked to fill out a member card, designating themselves as a OneVoice Member, wherein they receive volunteer asks for specific advocacy and organization building events. Once that member takes regular action at OneVoice events and becomes a OneVoice Volunteer, they receive training, which is followed by an evaluation of the individual by OneVoice organizing staff together with local volunteer leaders. If the volunteer passes a leadership test (recorded in the centralized VAN database), they are then asked to assume a specific role with specific responsibilities, and become a OneVoice Volunteer Leader. The leader then commits to a role and moves others to action as they grow the organization. A vital component of programming is that supporters are engaged at all times – the process of recruiting support, moving supporters up the ladder of engagement, and tracking progress to goals is continuous. This allows the organization to grow, rather than reset each time the program finishes.

Although the Youth Leadership Program is currently taking place, the activities in this proposal will differ in two key ways. Firstly, OVP will engage 1,000 new youths in its programming and secondly, programming will shift from its traditional emphasis on the two-state solution to more broadly simply acting as a catalyst for youth to engage in the political system, register to vote, have their voices heard in upcoming elections while encouraging their communities to do the same. Participants who show promise will be identified thorough a ladder of engagement. Therefore, OVP's proposed programming will move away from encouraging constituents to push only for a resumption of negotiations and towards an emphasis on the election and post-election period, building on past successes. In January 2005, the OneVoice Palestinian Presidential Get-Out-the-Vote campaign provided a successful foundation on which to build the democratization drive for 2005-2006. OneVoice distributed over 100,000 pamphlets encouraging citizens to vote, organized Democracy Festivals, and aired cutting-edge Public Service Announcements that were picked up on networks across the Arab and Muslim world. At a September 2005 Palestinian rally for peace, 4,000 out of the 10,000 participants came through the OneVoice Movement. In anticipation of the coming elections in the occupied Palestinian territories, OneVoice plans to conduct another "Get Out the Vote" campaign in conjunction with its THMs, Siaseh Political Café, and Youth Leadership Program.

Partnerships

OneVoice Palestine has hired 270 Strategies to bring a new level of data-driven focus to its grassroots efforts by implementing new methodology and lessons learned in its strategic efforts. 270 Strategies is run by the former head of grassroots mobilization for the 2012 Obama campaign, Jeremy Bird. Mr. Bird and his team have begun to implement their recommendations for the organization, which include lessons on improving integrated grassroots and communications campaigns, time management and delegation best practices, recruitment and

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retention models, and exhaustive methods of data collection and analysis to measure impact and outcome.

The Youth Leadership Program will also benefit from a collaborative partnership with Generations for Peace. Generations for Peace, an Amman-based NGO that uses sports to empower Youth Leaders in conflict and post-conflict environments to instill tolerance, has been a valuable partner for OVP since August 2010. For the past three years, the two organizations have worked jointly in a variety of capacities in the West Bank, ultimately expanding their scope to include the cities of Jenin, Qalqilya, Nablus, Bethlehem, and Jericho.

OneVoice Palestine also holds partnerships with local organizations who aid the movement in reaching the targeted group while also supporting participants and preparing and implementing scheduled trainings and events. These organizations include: Dar Salah Youth Council (Bethlehem), Nebras Association For Social Development (Bethlehem), Charitable Association for Students (Jenin), Qalqilia Governorate (Qalqilia), AlAroub College (Hebron), Roles For Social Change Association (Hebron), AlOstora/Samaritan organization (Nablus), The Sons of Jericho Cooperative for Mutual Benefits (Jericho), the Christian Young Women Association (Jericho), Nab'a Cultural Association (Salfeet), and AlZawaieh Youth Club (Salfeet).

Town Hall Meetings

Recent years have seen an increase in the distance between politicians and negotiators, and those for whom they are charged with representing. OneVoice Palestine has a proven track record in bridging that gap, holding hundreds of town hall meetings that engage ordinary citizens in towns and villages – as well as the larger cities – with the issues and personalities that often seem very remote from their day-to-day lives. OneVoice Palestine's Town Hall Meetings (THM) serve as a vital component of our Youth Leadership Program wherein Palestinian Youth Leaders increase civic engagement by connecting their local communities to political leaders through discussions aimed to cultivate political awareness. These important debates push Palestinian society closer to consensus regarding the painful compromises that are necessary for a peace agreement. Town hall meetings also provide the public with a critical opportunity to pressure their policymakers to actively pursue a two-state solution. Funding will enable us to hold twenty town hall meetings reaching an audience of 2,300 in the proposed funding period. As mentioned previously, THMs also act as a venue to build voter registration and political education, and will enable OneVoice Palestine to conduct public opinion polls with participants.

Siasah Political Cafe

The Siaseh Policy Political Café is an engagement platform that provides a forum wherein the hopes, concerns, doubts, and questions of Palestinian youth are addressed through open informal meetings for OneVoice volunteers and the community at large. Siaseh Political Café offers a venue where the public is educated through dialogue with each other and local leaders while informed on the nature, scope, and positions in the negotiations. Siaseh Café additionally features political experts and figureheads who come to the café as guest speakers and elaborate on the intricacies of the negotiations – providing an inside scoop to Palestinian communities.

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Recently, OneVoice Palestine organized two Siaseh Café sessions in April. In Jericho, OVP discussed the current status quo and the Israeli-Palestinian negotiations. Twenty participants attended the event, the majority of whom were members of civil society organizations curious about OVP's work. In Qalqilia, twenty young women from Al-Qudis University and local women empowerment groups participated in the event, which featured a discussion on the role of Palestinian women in building the future state and promoted the Women of Influence project to community

Potential Challenges

Major potential challenges are first and foremost, an uncertainty surrounding the upcoming elections, and whether or not they will occur along the initial timeline announced. To address this, OneVoice has designed a timeline that is flexible, and feasibly adaptable to the current environment. This ability to quickly adjust to the political developments is imperative in a conflict zone, and is what has enabled the organization to effectively work in the occupied Palestinian territories for the past twelve years.

Organization Qualifications/Past Experience:

Since its inception in 2002, the OneVoice Movement has boldly undertaken a grassroots approach that engages Israelis, Palestinians, and internationals in ending the conflict through a two-state solution. The movement aims to forge consensus for conflict resolution and amplify the voices of Israelis and Palestinians through parallel programming operating in both societies, proving that a partner for peace exists on each side. As a result of this approach and an emphasis on providing quality programming, OneVoice created the Youth Leadership Program, Town Hall Meeting series, and Siaseh Political Café.

Over the past 10 years, OneVoice's award-winning methodology has proven its capacity to build a network of human infrastructure needed to implement successful grassroots campaigns and youth leadership training in Israel, the occupied Palestinian territories, and on the global stage. These parallel movements combine to create powerful synergy, which was recognized in 2009 with OneVoice's receipt of the UN Alliance of Civilizations Intercultural Innovation Award. OneVoice has additionally received the Artists' and Humans' Project Cultural Achievement Award; the 2004 World Association of NGOs Peace, Reconciliation, and Security Award; the 2005 Kind Hussein Humanitarian Leadership Prize presented by former President Jimmy Carter; and the 2008 Skoll Award. OneVoice has demonstrated successful management of grant funding, an example of which is the $1million Skoll Award, which resulted in an additional $150,000 in follow-up funding. OneVoice has also successfully managed State Department funding, which was awarded for its OneVoice for Two States campaign.

OneVoice is one of the most politically influential movements of its kind in Israel, and has grown to be the second largest youth movement in the occupied Palestinian territories, with over 32 chapters and three regional offices operating throughout Israel, the West Bank, and Gaza. 746,242 people support the OneVoice Movement.

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Message

From: [redacted]
Sent: 1/16/2014 3:38:16 PM
To: Josh Nerpel [redacted]
Subject: FW: OVI & OVP metrics for 2013
Attachments: OVI Event Metrics 2013.xls; OVP Metrics 2013.xls

This one? includes both OVI and OVP 2013 numbers

From: Sharon Alsoodani
Sent: 16 January 2014 14:55
To: 'Tal Harris'; 'לורה טלינובסקי' [redacted] 'Adva V - OneVoice IL'; 'Wasim Masri'; 'Darya Shaikh'; Marc Ginsberg [redacted] 'Shaina Low'; 'Samer Makhlouf'; 'Joel Braunold'
Cc: John Lyndon; Yoni Amias
Subject: OVI & OVP metrics for 2013

Dear All,

Please see attached the metrics report for all OVP & OVI events in 2013. These were created by running the reports from the metrics database on the intranet that we have been using all through the year.

Brief summary of the 'number of participants' section of the reports:

OVI:
Mobilization and recruitment events total: 1378
Youth Leadership Program total: 669
Town Hall Meetings total: 4864
Grand total: 6911

OVP:
Campaigns and mobilization meetings total: 3269
Town Hall Meetings total: 840
Women of Influence project total: 71
Youth Leadership Program total: 803
Grand total: 4483

Best regards,

Sharon Alsoodani
Education Director & General Manager

OneVoice Europe
The Arc, 83 Worship Street, LONDON EC2A 2BF
[redacted]

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Message

From: Payton Knopf [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=PAYTON KNOPF442]
Sent: 6/11/2014 5:22:15 AM
To: Josh Nerpel [redacted]; John Lyndon [redacted]
Subject: RE: Proposed One Voice Post Failed Negotiation Strategy

I conveyed as much to Prince.

From: Josh Nerpel
Sent: Tuesday, June 10, 2014 3:59 PM
To: Payton Knopf; John Lyndon
Subject: RE: Proposed One Voice Post Failed Negotiation Strategy
Interested to hear.

Only response that is appropriate for Daniel's email is that we don't have the capacity to move quickly and be impactful on the scale he would find sufficient, so should just cool his heels.

From: Payton Knopf
Sent: Tuesday, June 10, 2014 8:26 PM
To: Josh Nerpel; John Lyndon
Subject: Fwd: Proposed One Voice Post Failed Negotiation Strategy

Remind me to tell you about the conversation I had with Jonathan Prince before and after the breakfast he had with Harriet and Samer.

Begin forwarded message:
From: Daniel Lubetzky [redacted]
Date: June 10, 2014 at 8:07:25 PM GMT+3
To: jonathan prince <[redacted]>, "Green, Harriet" [redacted]
Cc: Marc Ginsberg <[redacted]>, [redacted], [redacted] <[redacted]>, Josh Nerpel <[redacted]>, Joel Braunold <[redacted]> John Lyndon <[redacted]>, Payton Knopf <[redacted]>
Subject: RE: Proposed One Voice Post Failed Negotiation Strategy
I agree on most of what you wrote, with one important proviso: I don't think we have the luxury of time to wait. While the process is stalled, if we don't move VERY swiftly, we will potentially witness a historic setback in the form of Hamas entrenching itself in the new government if elections proceed and the environment remains what it is at present. So I think we need to act more quickly to change that environment. We will share some ideas quite soon.

Daniel Lubetzky
CEO & Founder

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[redacted]

website | facebook | twitter

NEW STRONG & KIND Bars!

From: jonathan prince [redacted]
Sent: Tuesday, June 10, 2014 10:40 AM
To: Green, Harriet [redacted]
Cc: Marc Ginsberg; s[redacted] Daniel Lubetzky; [redacted] Josh Nerpel; Joel Braunold, [redacted]
Subject: Re: Proposed One Voice Post Failed Negotiation Strategy

Hi all.

As I think everyone knows, Harriet, Samer and I had breakfast last week and discussed Marc's comprehensive note below. Here's our view, grounded in two basic facts:

1. The peace process is entirely stalled for the time being.
2. We have significant organizational challenges, beginning with, but not limited to, leadership in Israel.

We believe that our ability to ultimately provide "ground support" to a reenergized peace process hinges entirely on our ability to deploy and leverage robust organizations on the ground in Israel and Palestine. To that end, we recommend that we take advantage (or at least make lemonade from lemons) of the slowdown in progress to focus almost entirely on organization and infrastructure building:

1. A concerted effort to find top flight leadership for OVI, even if that means going outside Israel to look for Hebrew speakers or dual citizens who might be interested in relocating. (We would appreciate a status report on the search to date.)

2. Organizational development based on 270's approach and recommendations.

3. A 12 month plan to develop an achievable grassroots program, including a media component if realistic, data-driven and targeted to organization-building.

Looking forward to discussing!

On May 30, 2014, at 4:38 PM, Green, Harriet <[redacted] wrote:

Thanks Marc - what a comprehensive input for us to digest thank you. Resources and money will be central to our discussions on Monday
H

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From: Marc Ginsberg [[redacted]
Sent: Friday, May 30, 2014 05:56 PM
To: Green, Harriet; 'sa[redacted]; Jonathan Prince[redacted]
Cc: Daniel Lubetzky <[redacted]>; Marc Ginsberg <[redacted]; Josh Nerpel [redacted]; Joel Braunold <[redacted]>; John Lyndon <J[redacted]>; Payton Knopf <[redacted]>
Subject: Proposed One Voice Post Failed Negotiation Strategy

Dear Harriet, Samer, Jonathan and Joel

In anticipation of your informal breakfast on Monday I am sharing with you the outline of our proposed One Voice strategy in the wake of the collapsed Kerry negotiations.

Joel, I know you are in LA, so even if you are not joining Harriet, Samer, and Jonathan, I wanted you to have it ASAP. Daniel and I would like your input, comments/recommendations/alternative ideas, etc. because your support is essential.

So, FYI, Daniel and I met yesterday to discuss the following -- our first stab at a comprehensive strategy "post Kerry". It is a work in progress, but the staff and I are now prepared to share it with OVI and OVP. Josh, John, Payton and I (along with the "270 Strategies' team) are departing for the region next week to commence a full range of discussions with staff; with grantors (including U.S. Embassy and CG staff) and with the respective OV boards to share these strategic goals.

Everyone is waiting for direction from us, and I am laying out below what I consider to be a reasonable, realistic, series of steps going forward.

STEP 1 -- INVESTMENT IN ADOCACY & POLITICAL MOBILIZATION TO INFLUENCE & GALVANIZE NEW ISRAELI CONSTITUENCIES

It is essential and fundamental to the very future of OV that we focus like a laser beam on building a durable and creative grassroots advocacy and mobilization structure in OVI and OVP that can begin pivoting away from the exclusive youth/university activism that has consumed OVI (less so, OVP). Nothing will be accomplished – no grand programs or initiatives (much less a TRACK II or TRACK III) without a substantial investment of time and effort toward that goal. Need I say more that Tal's departure/Laura's appointment and the ensuing management deficiencies must be redressed if OVI has ANY CHANCE to undertake any of the strategic goals you and I have in mind. As you know from our last visit, we made substantial progress rebuilding a communications and social media foundation, but not a mobilization and grass roots capacity because of the systematic inadequacy of leadership and talent building essentials.

- CONSTRUCT INTERNAL MOBILIZATION/ADVOACY CAPACITY TO ACHIEVE ANY FURTHER STRATEGIC GOALS: It is vital to build organizational/advocacy capacity in OVP and OVI (it is virtually non-existent in OVI). We have already made great strides since I took over, but we are still skimming the surface. That will require a MAJOR investment of time, resources and effort to build an advocacy and constituency mobilization structure to accomplish ANY of the goals we determine under STEP 2 and STEP 3. EVERYONE on the senior staff consider this requirement a PRECONDITION to undertaking any other program or activity. I AGREE.

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- 270 STRATEGICS: "270 has become an essential partner in devising a cost-effective, reasonable, and fundamentally imaginative partner with OV to develop the back of the house advocacy and constituency mobilization essentials. 270 brings to us an organizing/advocacy training structure OV has not had in some time. But we need the leadership and staff resources – particularly in OVI – to professionalize and deepen our advocacy capacity beyond university campuses into key Israeli constituencies that will affect electoral outcomes. "270 has developed for us a roadmap forward and the senior staff is VERY PLEASED with the plans it has to help us accomplish the goals you and I have set out. You can see the results already in the social media growth we have witnessed in both OVP and OVI.

  270 brings sophisticated 21st century grassroots mobilization and advocacy expertise that we utilized to obtain great traction in our "Peace It Also Pays Off" campaign. We have achieved so much insofar as a HUGE jump in our social media presence because of 270's cooperative and patient supporting role in Tel Aviv and Ramallah. Our reliance on 270 is based on an in-depth examination of its deployable, groundbreaking expertise to enable our leadership capacity to be deployed in ways we have never attempted or could accomplish. Most importantly, 270 considers OV to be an optimum "post Obama" era laboratory to deploy its newest organizational techniques derived from each of the Obama grassroots campaigns.

- A MATURE, POLITICALLY SAVVY LEADER FOR OVI: We have narrowed down a list of OVI ED candidates to replace Laura (whose immaturity, pregnancy and inadequacies are impairing OVI across the board). I have Tal on board to return as a SENIOR COUNSELOR to help a transition and to stay on as long as I deem him essential on a quarterly basis. I aim to have the new OVI ED in place this summer.

- ISRAELI POLITICAL EXPERTISE: We will need access to the shrewdest Israeli polling and voter mobilization talent to refine messaging and communications strategies that will influence the new constituencies we intend to target – initially focused on younger adult Israeli families. I have already consulted with Mark Mellman – a leading American pollster who ran YESH ATID's polling and communications. I will be meeting with Gidi in Israel to facilitate other meetings with key Israeli experts (I am sure you have names, as well).

WHAT IS THE DEFINITION OF SUCCESS?

- Organizational capacity to administer effective political advocacy campaigns across all platforms (social media/digital media/Knesset/grasstop constituency advocacy.

TARGET DATE:

- SIX MONTHS FROM THE DATE A NEW OVI ED BEGINS

WHAT RESOURCES ARE NECESSARY?

Will make recommendations following our return.

STEP 1.5 – OVP SUPPORT OF PALESTINIAN CANIDATES WHO CHAMPION A NEGOTIATED TSS

Samer and the team agree that OVP should focus on two overriding goals:

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1. Accelerate implementation of the "270 proposals, programs and communications strategies that are well underway with the staff; and

2. Develop grassroots and communications strategies to support Palestinian candidates who will actively support a negotiated TSS.

STEP 2 – DISRUPTING THE CURRENT ISRAELI GOVERNING COALITION/OPPOSING COUNTERPRODUCTIVE UNILATERALISM BY THE GOP AND THE GOI

Accomplishing STEP I not only requires the "back of the house investment, but ALSO a 'CALL TO ACTION and focus to incentivize staff, volunteers, and donors. To the best of our knowledge, a defection of YESH ATID and HATNUAH from the ruling coalition is the only "least improbable action prior to the next scheduled national 2017 election that could/could be influenced by grassroots mobilization and communications strategy targeting voters of these center/center left political parties to benefit preservation of a two state solution.

- USING MASS ADVOCACY TECHNIQUES TO FORCE YESH ATID/HATENUA OUT OF THE RULING COALITION (the two parties asserting support for negotiations): No one can predict what's the political shoe to drop in Israel, but there are few pro-active options that are NOT IMPROBABLE before the next scheduled national election; namely, a full-fledged grass roots advocacy effort to convince YESH ATID/HATENUA to leave the coalition by targeting centrist voters to a CALL TO ACTION to actively promote a new "peace charter which we will borrow from the 2007 OV initiative as a means to convince YESH ATID and HATNUAH leadership that unless they pull the plug on the coalition, they are in grave danger of having their support base decay right beneath them even more than currently Israeli polling suggests (i.e., three major polls in Israel indicate that if an election were held today YESH ATID would drop 7 Knesset seats from the current 19 to 12/HATNUAH would drop would drop from 6 to 0). Our goal is to PROVE to YESH ATID and HATNUAH leaders they will drop further than the combined 13 seats if it they do not see the light and break up the ruling coalition because of its failure to negotiate by galvanizing key centrist constituencies who voted for them and who could be mobilized to abandon them.

- All polling we have seen indicates a substantial deterioration in YESH ATID's support (for a variety of reasons), and Lapid has the most unfavorable rating of any Israeli cabinet member. BUT, Lapid has NO INCENTIVE to break up the coalition given his low polling. Why? If an election were held today, YESH ATID's Knesset seats would likely drop from 19 to 12/13, so he has nothing to gain by forcing an early election UNLESS he is convinced he stands to lose more voters if he fails to break up the coalition.

  Consequently, is there any realistic political strategy that could/could influence Lapid & Livni to depart jointly?

  Consequently, is there any realistic political strategy that could/could influence Lapid & Livni to depart jointly? Evidently, it will NOT be the breakdown of the peace process OR unilateral annexation since no such legislation can go before the Knesset without their approval (ironically, both Livni and Lapid asserted recently they would leave the coalition if any part of the West Bank were annexed.

  The BEST idea we have come up so far is to undertake a major communications/advocacy strategy that is data (i.e., poll) driven to mobilize YESH ATID and HATENUAH type voters (it is impossible under Israeli voting law to determine who is a party 'member) that they (and economically disadvantaged Israelis) have paid an absurd price to support the SETTLEMENT ENTERPRISE at the expense of their own financial condition – using graphic and financial data to increase

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voter resentment against the entitlement of settlements vs. the more impoverished plight of Israelis not receiving similar benefits. We will need expert research to make sure we know how to position a sophisticated and integrated grassroots, social media and communications campaign directed at this huge block of centrist voters and what issues will motivate them to any call to action.

THE CHALLENGE IS ENORMOUS AND COMPLICATED: What will motivate centrist voters to take a stand. Daniel and I have differing views. He believes that centrist voters would be willing to mobilize if a realistic final status platform were sold to them. The staff asserts that a campaign built around generating "jealousy" and "resentment" against the settlement enterprise costs in comparison to what poorer Israelis receive inside Israel is a better approach. We will need to find the right data points that will generate active popular action that will achieve the attention necessary to cause the leadership of YESH ATID AND HATNUAH to rethink their current intentions of remaining inside the Netanyahu coalition.

WHAT IS THE DEFINITION OF SUCCESS?

Mobilizing enough grassroots support to convince Lapid he will lose even more support by remaining in the coalition; forcing the coalition to collapse; and preventing a right wing coalition from winning the next election prompted by the coalition collapse.

TARGET DATE

No later than the Knesset summer session in 2015

WHAT RESOURCES ARE NECESSARY?

1. Engaging 270 senior team through 2015.
2. Pollsters and polling data
3. Creative communications campaign directed at YESH ATID/HATNUAH voters
4. Advocacy campaign targeting Knesset members of YESH ATID and HATNUAH

STEP 3 – ORGANIZING ISRAELI KNESSET CANDIDATES TO SUPPORT A PEACE CHARTER ON ELEMENTS OF A VIABLE TSS/A ONE YEAR DEADLINE IMPOSED ON THE GOI TO ADOPT THE PEACE CHARTER/ALTERNATIVE INTERNATIONAL MEDIATION

Every poll we have seen so far indicates a rightward drift of Israeli voters. Daniel and I briefly discussed creating several action-forcing events to place a resolution of the conflict out of the hands of the stubborn leadership into the hands of the public.

Daniel suggested something along the following:

- Preparing a "charter" setting forth the most reasonable recommendations for resolving each of the final status issues.
- Submitting the charter to a vote of the Israeli and Palestinian publics.
- Mobilizing voters to support only candidates in the next Israeli election who support a resolution of the conflict based on the charter within one year after election; AND

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- IF the conflict is not resolved within this time frame, having both the GOI and the GOP tender resolution of the conflict based on the charter to an arbitration panel of three internationally respected statesmen.

Realistically, of these elements, the most practical elements within our ability to influence are:

1. Preparing such a "charter"
2. Organizing some sort of "referendum" (most likely via the use of television programming to orchestrate popular support for the charter) rather than the tedious effort to undertake an actual physical vote.
3. Developing grassroots/communications strategies to going into the next general election to support adoption of the charter.

We believe that a creative, yet realistic, way to transform your initial ideas is to organize a series of television events around the charter in order to use social media and television to mobilize popular support for the charter leading up to the next Israeli election.
Our longer term goal if we are able to help break up the existing coalition and force Israel into a general election is to help recruit candidates who embrace a peace charter with a one year time limit to be implemented, and failing that, for the GOI to turn over to highly respected international mediators (Bill Clinton/Shimon Peres/Salman Fayyad) the task to DECIDE those final status issues that cannot be resolved within a year of negotiation with the Palestinians.

WHAT IS THE DEFINITION OF SUCCESS

1. Completing a respectable charter setting forth reasonable final status solutions.
2. Organizing several national television programs in Israel and Palestine built around support for the charter and a roadmap forward to mobilize popular Israeli and Palestinian popular support
3. Convincing Israelis and Palestinians to register overwhelming popular support for the charter.

TARGET DATE

FALL 2015/WINTER 2016

RESOURCES NECESSARY

No less than $15-$20 million to fund all of the media and grassroots efforts.

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Message

From: Marc Ginsberg [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=MARC GINSBERG207]
Sent: 5/28/2014 8:18:53 PM
To: Daniel Lubetzky [redacted]
CC: Josh Nerpel [redacted]; John Lyndon [redacted]; Joe Braunold [redacted]; Payton Knopf [redacted]; Marc Ginsberg [redacted]
Subject: STRATEGY PLAN FOR THUR MAY 29 MEETING
Importance: High

Daniel.

I have debriefed and received input from John, Josh, Joel and Payton since our discussion. I shared with them your creative and far-reaching (albeit tentative) recommendations, as well.

I have set down a TOP LINE roadmap strategy in order to engage OVI and OVP in more in-depth discussions which integrate these strategic goals. Josh, John, Payton and I (along with the "270 Strategies' team) are departing for the region next week to commence a full range of discussions with staff; with grantors (including U.S. Embassy and CG staff) and with the respective OV boards to share these strategic goals.

Everyone is waiting for direction from us, and I am laying out below what I consider to be a reasonable, realistic, series of TRACKS going forward.

TRACK 1 -- INVESTMENT IN ADOCACY & POLITICAL MOBILIZATION TO INFLUENCE & GALVANIZE NEW ISRAELI CONSTITUENCIES

It is essential and fundamental to the very future of OV that we focus like a laser beam on building a durable and creative grassroots advocacy and mobilization structure in OVI and OVP that can begin pivoting away from the exclusive youth/university activism that has consumed OVI (less so, OVP). Nothing will be accomplished – no grand programs or initiatives (much less a TRACK II or TRACK III) without a substantial investment of time and effort toward that goal. Need I say more that Tal's departure/Laura's appointment and the ensuing management deficiencies must be redressed if OVI has ANY CHANCE to undertake any of the strategic goals you and I have in mind. As you know from our last visit, we made substantial progress rebuilding a communications and social media foundation, but not a mobilization and grass roots capacity because of the systematic inadequacy of leadership and talent building essentials.

- CONSTRUCT INTERNAL MOBILIZATION/ADVOACY CAPACITY TO ACHIEVE ANY FURTHER STRATEGIC GOALS: It is vital to build organizational/advocacy capacity in OVP and OVI (it is virtually non-existent in OVI). We have already made great strides since I took over, but we are still skimming the surface. That will require a MAJOR investment of time, resources and effort to build an advocacy and constituency mobilization structure to accomplish ANY of the goals we determine under TRACKS 2 and TRACK 3. EVERYONE on the senior staff consider this requirement a PRECONDITION to undertaking any other program or activity. I AGREE.

- 270 STRATEGIES: "270" has become an essential partner in devising a cost-effective, reasonable, and fundamentally imaginative partner with OV to develop the back of the house advocacy and constituency mobilization essentials. 270 brings to us an organizing/advocacy training structure OV has not had in some time. But we need the leadership and staff resources – particularly in OVI – to professionalize and deepen our

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advocacy capacity beyond university campuses into key Israeli constituencies that will affect electoral outcomes. "270" has developed for us a roadmap forward and the senior staff is VERY PLEASED with the plans it has to help us accomplish the goals you and I have set out. You can see the results already in the social media growth we have witnessed in both OVP and OVI.

270 brings sophisticated 21st century grassroots mobilization and advocacy expertise that we utilized to obtain great traction in our "Peace It Also Pays Off" campaign. We have achieved so much insofar as a HUGE jump in our social media presence because of 270's cooperative and patient supporting role in Tel Aviv and Ramallah. Our reliance on 270 is based on an in-depth examination of its deployable, groundbreaking expertise to enable our leadership capacity to be deployed in ways we have never attempted or could accomplish. Most importantly, 270 considers OV to be an optimum "post Obama" era laboratory to deploy its newest organizational techniques derived from each of the Obama grassroots campaigns.

- A MATURE, POLITICALLY SAVVY LEADER FOR OVI: We have narrowed down a list of OVI ED candidates to replace Laura (whose immaturity, pregnancy and inadequacies are impairing OVI across the board). I have Tal on board to return as a SENIOR COUNSELOR to help a transition and to stay on as long as I deem him essential on a quarterly basis.
  I aim to have the new OVI ED in place this summer.

- ISRAELI POLITICAL EXPERTISE: We will need access to the shrewdest Israeli polling and voter mobilization talent to refine messaging and communications strategies that will influence the new constituencies we intend to target – initially focused on younger adult Israeli families. I have already consulted with Mark Mellman – a leading American pollster who ran YESH ATID's polling and communications. I will be meeting with Gidi in Israel to facilitate other meetings with key Israeli experts (I am sure you have names, as well).

WHAT IS THE DEFINITION OF SUCCESS?

- Organizational capacity to administer effective political advocacy campaigns across all platforms (social media/digital media/Knesset/grasstop constituency advocacy.

TARGET DATE:

- SIX MONTHS FROM THE DATE A NEW OVI ED BEGINS

WHAT RESOURCES ARE NECESSARY?

Will make recommendations following our return.

TRACK 1.5 – OVP SUPPORT OF PALESTINIAN CANIDATES WHO SUPPORT A NEGOTIATED TSS

Samer and the team agree that OVP should focus on two overriding goals:

1. Accelerate implementation of the "270" proposals, programs and communications strategies that are well underway with the staff; and

2. Develop grassroots and communications strategies to support Palestinian candidates who will actively support a negotiated TSS.

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TRACK II – DISRUPTING THE CURRENT ISRAELI GOVERNING COALITION/OPPOSING UNILATERALISM

Accomplishing TRACK I not only requires the "back of the house" investment, but ALSO a goal and focus to incentivize staff, volunteers, and donors (putting aside USG funding which may frown upon funding a TRACK II as currently envisioned). To the best of our knowledge, a defection of YESH ATID and HATNUAH from the ruling coalition is the only "least improbable" action prior to the next scheduled national election that could/could be influenced by grassroots mobilization and communications strategy targeting voters of these center/center left political parties to benefit preservation of a two state solution.

- USING MASS ADVOCACY TECHNIQUES TO FORCE YESH ATID/HATENUA OUT OF THE RULING COALITION: No one can predict what's the political shoe to drop in Israel, but there are few pro-active options that are NOT IMPROBABLE before the next scheduled national election; namely, a full-fledged grass roots advocacy effort to convince YESH ATID/HATENUA to leave the coalition.

- All polling we have seen indicates a substantial deterioration in YESH ATID's support (for a variety of reasons), and Lapid has the most unfavorable rating of any Israeli cabinet member. BUT, Lapid has NO INCENTIVE to break up the coalition given his low polling. Why? If an election were held today, YESH ATID's Knesset seats would likely drop from 19 to 12/13, so he has nothing to gain by forcing an early election UNLESS he is convinced he stands to lose more voters if he fails to break up the coalition.

  Consequently, is there any realistic political strategy that could/could influence Lapid & Livni to depart jointly?

  Consequently, is there any realistic political strategy that could/could influence Lapid & Livni to depart jointly? Evidently, it will NOT be the breakdown of the peace process OR unilateral annexation since no such legislation can go before the Knesset without their approval (ironically, both Livni and Lapid asserted recently they would leave the coalition if any part of the West Bank were annexed.

  The BEST idea we have come up so far is to undertake a major communications/advocacy strategy that is data (i.e., poll) driven to mobilize YESH ATID and HATENUAH voters that they (and economically disadvantaged Israelis) have paid an absurd price to support the SETTLEMENT ENTERPRISE at the expense of their own financial condition – using graphic and financial data to increase voter resentment against the entitlement of settlements vs. the more impoverished plight of Israelis not receiving similar benefits. We will need expert research to make sure we know how to position a sophisticated and integrated grassroots, social media and communications campaign directed at this huge block of centrist voters and what issues will motivate them to any call to action.

WHAT IS THE DEFINITION OF SUCCESS?

Mobilizing enough grassroots support to convince Lapid he will lose even more support by remaining in the coalition; forcing the coalition to collapse; and preventing a right wing coalition from winning the next election prompted by the coalition collapse.

TARGET DATE

No later than the Knesset summer session in 2015

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WHAT RESOURCES ARE NECESSARY?

1. Engaging 270 senior team through 2015.
2. Pollsters and polling data
3. Creative communications campaign directed at YESH ATID/HATNUAH voters
4. Advocacy campaign targeting Knesset members of YESH ATID and HATNUAH

TRACK III – REFERENDUM/ELECTION ON ELEMENTS OF A VIABLE TSS

Every poll we have seen so far indicates a rightward drift of Israeli voters. You and I briefly discussed creating several action-forcing events to place a resolution of the conflict out of the hands of the stubborn leadership into the hands of the public. You suggested something along the following:

- Preparing a "charter" setting forth the most reasonable recommendations for resolving each of the final status issues.
- Submitting the charter to a vote of the Israeli and Palestinian publics; OR
- Mobilizing voters to support only candidates in the next Israeli election who support a resolution of the conflict based on the charter within one year after election; AND
- IF the conflict is not resolved within this time frame, having both the GOI and the GOP tender resolution of the conflict based on the charter to an arbitration panel of three internationally respected statesmen.

Realistically, of these elements, the most practical elements within our ability to influence are:

1. Preparing such a "charter"
2. Organizing some sort of "referendum" (most likely via the use of television programming to orchestrate popular support for the charter) rather than the tedious effort to undertake an actual physical vote.
3. Developing grassroots/communications strategies to going into the next general election to support adoption of the charter.

We believe that a creative, yet realistic, way to transform your initial ideas is to organize a series of television events around the charter in order to use social media and television to mobilize popular support for the charter leading up to the next Israeli election.

WHAT IS THE DEFINITION OF SUCCESS

1. Completing a respectable charter setting forth reasonable final status solutions.
2. Organizing several national television programs in Israel and Palestine built around support for the charter and a roadmap forward to mobilize popular Israeli and Palestinian popular support
3. Convincing Israelis and Palestinians to register overwhelming popular support for the charter.

TARGET DATE

FALL 2015/WINTER 2016

RESOURCES NECESSARY

No less than $15-$20 million to fund all of the media and grassroots efforts.

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MEMORANDUM

TO: Peaceworks Foundation Board of Directors

FROM: Marc Ginsberg

CC: Josh Nerpel, John Lyndon, Payton Knopf, Polly Bronstein, Samer Mahklouf

DATE: July 31, 2014

SUBJECT: **Executive Summary of Proposed OneVoice Strategy & Budget Estimates 2014-2016**

On August 14th we are convening an unprecedented joint telephonic meeting of the OneVoice (OV) US and European boards of directors to discuss the terms of a proposed OV strategy proposal. I want to provide you sufficient time before the meeting to review this **Executive Summary** PLUS ESTIMATED BUDGET of the proposed strategy developed by the OV staff (including the staff of OVI and OVP). I have met with Daniel to discuss this proposed strategy, which remains very much a work in progress.

MY PRELIMINARY ASSESSMENT

Notwithstanding the deteriorating situation in Gaza the dust will inevitably settle and the parties will face a new reality and new challenges (and yes, perhaps unexpected opportunities to resume direct negotiations).

From whatever vantage point one views the situation; there is broad consensus that the status quo is unacceptable and unsustainable. For that reason alone, ironically, the Gaza conflict could create better circumstances for our mission OR, alternatively, the conflict could so harden Israeli popular attitudes against any negotiation with Palestinians (or vice versa) for the foreseeable future so that no strategy -- however well prepared and well executed, and no amount of money thrown at that strategy -- will prevent a fall over the cliff.

That is the situation we are in today. But we cannot let this crisis go to waste if there is any reasonable chance we can prevent further decay in the hope for a two state solution.

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The initial investment in this strategy is to determine: 1) our capacity to affect the goals of the strategy; and 2) whether the odds of any success are in our favor or aligned against us.

The tentative consensus within the senior staff is that a future strategy could be constructed around some derivative of a previous OV "ENOUGH" campaign (i.e., the parties are so frustrated and fed up with the conflict that they could be mobilized to force a new political realignment for a negotiation). Such a campaign would also be built around a core message that the extremists on both sides are hijacking the future of Israel and Palestine. BUT we are flying blind...and what may have seemed a good idea in the past is no sure guide to the future. Consequently, toying with the previous "ENOUGH" campaign reflects merely a hunch at this point and not based on any objective assessment that it would unlock vast swaths of Israeli or Palestinian public opinion to compel their leaders to get back to the negotiating table in good faith.

Also, I excerpted below a portion of the 2004/2005 Civic Action for Conflict Resolution grant proposal that provides important lessons for any future strategy. The stakes are so high and the funding needed is so great that it would constitute a grievous error to pretend that this small organization can move the political needle on instinct or opinion and not incorporate into a forward strategy the errors OV committed in previous campaigns. I have painstakingly reviewed these post-mortems before drafting this memorandum. To ignore them is to snatch potential victory from the jaws of defeat before the first dollar is spent.

PREFACE TO THE STRATEGY

Prior to the latest outbreak of Gaza hostilities residual hope for a negotiated two state solution was already rapidly evaporating. The collapse of Kerry's ill-prepared negotiations and the subsequent hardening of attitudes following the Hamas/Fatah unity arrangement demanded that we throw out the old OV playbook to realign our strategy and tactics to reflect the deteriorating environment.

That imperative takes on greater urgency in view of the current situation, and the following strategy reflects the reality on the ground going forward because sooner rather than later there will be a ceasefire and the parties AND THEIR RESPECTIVE POPULATIONS will have to decide whether they prefer a return to the absurd status quo or find some path, however tortured, to a new reality. That has to be the leveraging point so we do waste this crisis as an opportunity to push the parties away from the status quo.

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Whatever strategy is approved and financed cannot be a fool's errand. A rational strategy will require MAJOR resources and has to have a modicum of potential success to justify it – in other words it cannot be based on a hunch, but on empirical, reliable data justifying the required full-blown investment of time and effort set forth in the attached proposed budget.

We will need to convert this Executive Summary into a detailed tactical blueprint that has built-in milestones or "steps" which require objective, even skeptical assessments to measure whether we are on the correct path, or to shift mid-stream, or even to abandon it. In the final analysis, no strategy is worthy of any investment unless we can all agree that it pumps much needed oxygen into a potential negotiated two state solution.

Given the magnitude of the challenge before us every conceivable effort must be made to explore potential partnering and alliance opportunities to achieve these objectives.

Additionally, I can virtually guaranty there will be well-funded efforts to sabotage any OV strategy through direct and indirect attacks on OV and its personnel, as well as disinformation campaigns, efforts to discredit OV, etc., that cannot be underestimated and potentially injurious. The battlefield is full of landmines that have to be taken into account and incorporated into initial planning.

Moreover, GIVEN THE CHRONIC DISAGREEMENTS BETWEEN OVP AND OVI OVER ANY COMBINED STRATEGY AND COMMUNICATIONS CAMPAIGNS WE MUST AUTOMATICALLY COUNT ON AN ANNOYING LEVEL OF INTERNAL DISSESSION THAT WILL ROB US OF ENERGY, RESOURCES, AND TIME. Any strategy implementation will be handicapped at the starting gate if this is not neutralized to the maximum extent possible. Lack of clarity and buy-in will be a self-inflicted wound.

Finally, the funding will have to come from somewhere. This strategy will not be worth the paper it is written on unless MAJOR DONORS are persuaded in the immediate days ahead that it has a firm foundation and an objective chance of succeeding.

TOP LINE STRATEGIC OBJECTIVES:

ISRAEL

SHIFT SUPPORT WITHIN THE KNESSET AWAY FROM LIKUD/RIGHT WING COALITION BY ADVOCATING TO "SWING" CENTRIST VOTER'S POLICIES AND SUPPORT POLITICAL CANDIDATES WHO EMBRACE AN EXPEDITED NEGOTIATION TOWARD A TSS AND THE

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END OF SETTLEMENT EXPANSION. THE OBJECTIVE WOULD TARGET POTENTIALLY BETWEEN 10-15 KNESSET SEATS DEPENDING ON FURTHER POLITICAL ANALYSIS.

PRINCIPAL COMPONENTS OF THE STRATEGY WOULD ALSO INCLUDE:

1) COUNTER SETTLEMENT ENTERPRISE AND MARGINALIZE SETTLER MOVEMENT
2) MOBILIZE MORE KNESSET SUPPORT TO OPPOSE ACTS CONTRARY TO TSS
3) DEMONSTRATE TO ISRAELIS THERE IS A TRUSTWORTHY PARTNER FOR PEACE

POSSIBLE CAMPAIGN FOCUS: "ENOUGH – WE CAN'T LIVE WITH THE STATUS QUO ANY LONGER!"

PALESTINE

- MOBILIZE PALESTINIAN MODERATES TO SUPPORT A TSS AND MARGINALIZE EXTREMISTS.
- COUNTER COUNTERPRODUCTIVE UNILATERAL ACTIONS THROUGH EFFECTIVE MOBILIZATION OF THE NON-VIOLENT RESISTANCE MOVEMENT.

POSSIBLE CAMPAIGN FOCUS: "ENOUGH; WE CANNOT LIVE WITH THE STATUS QUO ANY LONGER!"

SPECIFIC STRATEGIC GOALS:

ISRAEL

- Develop and implement, with the support of other like-minded organizations, a quantifiable and integrated grassroots and communications campaign to mobilize a number of "centrist" Israeli voters (i.e., voters that shift a specific number of targeted Knesset seats that we will need to quantify) to actively support parties and candidates who will support an immediate end to conflict via a negotiated TSS prior to the next Israeli national election.

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- Mobilize more Knesset support (via the "watchdog" mechanism) through more active government relations, to oppose legislative and policy initiatives undermining a negotiated TSS, such as settlement expansion and unilateral territorial annexation; and conversely, to support expedited negotiations.

- Connect grassroots movement, via chapter structure, to the Knesset (both the Caucus and the Parliament more generally), via the Watchdog programmer, creating a dynamic of electoral accountability

- Potential media, grassroots and mobilization campaigns in support of strategic objectives:

    - Expand the "Peace It Also Pays Off" media campaign to educate and mobilize centrist Israelis against the continuing political, moral, and financial cost of settlements and settler control over Israeli policies.

    - Counter GOI narratives against the Palestinian Authority and Abu Mazen by educating and mobilize centrist Israelis to publicly support the reasonable concessions offered by the PA to sustain negotiations.

    - Develop a media-based education and mobilization campaign to help targeted Israeli centrist voters to support final status solutions and the Arab Peace Initiative, including PSA's and television programs on final status issues.

    - Disseminate educational materials (Peace Charter) to mobilize centrist voters on the plausible solutions to each final status issue.

PALESTINE

- Develop and implement, with the support of other like-minded organizations, a quantifiable and integrated grassroots and communications campaign to:

    - In absence of ability to plan Get-Out-the-Vote campaigns, implement campaigns to mobilize the non-violent resistance community towards productive acts of non-violent resistance in support of a TSS.

    - Support Palestinian candidates who support a negotiated TSS, in the (unlikely) event of an election.

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- Mobilize Palestinian opinion leaders on the justifications for opposing unilateral actions that undermine a negotiated TSS.

RESOURCE INVESTMENTS:

INTERNATIONAL

- Required Additional Staffing:

  + Deputy Communications Director (depends on Payton's future status)
  + International Organizing Director (Direct Grassroots Programs)
  + International Development Director
  + International Data Director
  + International Digital Director

- Recruitment and media messaging/event deployment of TSS validators/entertainment council, etc.

ISRAEL

Investment in infrastructure & staffing including implementing 270 Strategies' expanded program (attached), which include:

- Proposed Hires:

  + Knesset Relations/Political Party/Caucus Director
  + Data Management Director
  + Digital Director/ Social Media Director
  + Israeli Organizing Director
  + Development/Fundraising Director
  + Liaison to Deploy Supporters/OVI Board to Recruit Media and Opinion Elites
  + Conversion from part-time to full-time of Regional Coordinators

- Polling/Focus Group Message Testing/Advertising:

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+ Engage polling firm of **Gerstein/Bocain/Agne (GBA)** to develop public opinion research/focus group message testing/polling for media, social media and grassroots messaging (see attached proposal)

+ Integrate 'MOLAD" database of Israeli public opinion surveys to develop messaging targeted to centrist voters to achieve strategic goals

- Part 2 "Peace, It Also Pays Off" Campaign (see attached proposal)

- Communications/social messaging/advertising campaign directed at targeted centrist voters

PALESTINE

Investment in focused expansion of grassroots staffing and infrastructure based on 270 Strategies' recommendations.

- Proposed Hires:
  + Data Management Director
  + Digital Director
  + Conversion from consultants to full-time hires of Regional Coordinators

- Engaging Palestinian polling firm to inform messaging and calls to action used in the non-violent resistance campaign.

SUMMARAY OF SEVERAL PREVIOUS ONEVOICE COMMUNICATIONS AND CALLS TO ACTION

1. 2006 ONE MILLION VOICES – PEOPLE'S SUMMIT CAMPAIGN
   Name of Campaign: "What Are You Willing to Do To End the Conflict/What is You're Role" Ten Pillars-Peace Charter.

   Key Activities/Calls to Action: People's Summit/One Million Voices, Davos YL Delegation, Countdown Clocks for Ending the Occupation. A "Peace Charter" was drafted and posted to encourage online signatories.

   One of the core messages deployed through extensive advertising was "End the Conflict Now; Commence Immediate Negotiations Toward a Two State Solution; Uninterrupted Until a Final Agreement is Reached."

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COMMENT: The following is an interesting and salutary excerpt of a subsequent OV grant proposal for this campaign, which was one of the more ambitious strategic campaigns launched by OV and provides critical lessons applicable to any 2014-1016 campaign.

OV budgeted a significant sum for this campaign --$5.5 million for this 2 year campaign which was triple the size of the 2006 OV annual budget and yet 50% less than what is projected for this new strategy.

3. Lessons Learned (Failures/Challenges)

OneVoice anticipated and encountered several challenges as it set out to achieve its ambitious mission. The primary challenges and shortcomings that it had not anticipated or sufficiently prepared for include the following:

- ***Ensuring Relevancy to the Will of the People by Integrating Matters of Current Affairs – It became clear that a static, rigid process that exclusively focuses on the comprehensive solution would not sufficiently address timely issues that become relevant to the silent majority due to changing political circumstances – such as the Gaza Disengagement plan; to ensure responsiveness, the OneVoice process should seek to also forge consensus on issues relating to interim matters for conflict resolution.***

- ***Recognizing that Ripeness can Fade and Preparing to React When Warranted (not before or later) - Given the current environment, it is not realistic to expect people to focus on a negotiated comprehensive long-term solution at this immediate juncture, because their focus is now on the Gaza disengagement. So it is imperative to recognize this and truncate goals: first, to focus on ensuring that militant settlers and terrorists don't forestall progress on Gaza; second, reminding and educating people of the need and possibility of achieving a comprehensive solution and preparing to mobilize them when the issue becomes ripe.***

- ***Differentiating Quantitative from Qualitative Benchmarks:***
  To maximize its effectiveness, OneVoice should bifurcate its plans to achieve quantitative benchmarks (i.e., sheer number of citizen negotiators/members) in the most cost-effective and efficient manner, while focusing on qualitative benchmarks through deeper programs that maximize the impact on participants.

- ***Programmatically Building Organizational Leadership Backbone and Activist Infrastructure - The underlying assumption was that citizen negotiators would be sufficiently vested with ownership over the answers that they would self-organize or at least be easily rallied and mobilized when the time came to demand accountability. Upon retrospection, it should have been obvious that a concerted effort is necessary to build the human organizational infrastructure that can mobilize and organize citizens.***

- ***Communications Leverage/reach broader masses - To leverage the OneVoice message and disseminate its methodology widely, it is important to attain in-depth media coverage that educates millions and walks them through the OneVoice process.***

- ***Enhancing Online Platform – making it easier to sign up and gradually increasing involvement - Part of the reason for the weak internet numbers has to do with insufficient traffic driven into the site. In addition, part of the reason for the low rate conversion (from visitors into members) is that the system is clunky and complicated and requires a great deal from prospective members up front. It would be wiser to make it easy for prospective members to become involved with the movement, and after a simple sign up process, to offer them to become citizen negotiators and do other acts, requiring more information only as it becomes necessary.***

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4. Updated Strategy (Opportunities)

The OneVoice methodology will continue to work through a bottom-up approach, yet the methodology has been fine-tuned to take advantage of the lessons learned and the changing political environment. In order to cultivate a strong, dynamic and lasting relationship with its citizen negotiators with the most leadership potential, OneVoice has adopted a 4th phase. This phase, Motivation, focuses on inspiring and invigorating the moderate majority to exercise their civic responsibility. The goal is to build the human infrastructure, to deepen the involvement of core activists, and to prepare the movement to react at the right moment – i.e., when the moment is ripe.

Besides introducing a new phase, the original phases in the OneVoice methodology are recalibrated and enhanced in multiple ways. The Connection Phase continues to recruit new members of the silent majority, but field outreach efforts are now supplemented by a more sophisticated and integrated communications strategy and media leverage effort, including the Televised Civic Hall Negotiations.

The OneVoice consensus-reaching methodology has also been refined to integrate new data inputs from newly arising political affairs issues on which consensus among Palestinians and Israelis can be forged. Thus, the Negotiation Phase continues to permit people to vote on ten pillars for conflict resolution, but separate negotiation rounds are also to be instituted to address issues of today's political reality, including the prerequisites to ensure the Gaza withdrawal is a positive step for both Israelis and Palestinians.

Recognizing that an issue needs to be ripe in order to mobilize the people to demand accountability, the Activation Phase is also bifurcated. It may well begin this winter or early spring of 2005 albeit to first focus on supporting an effective Gaza withdrawal, and only once that step is completed, is it anticipated that activation efforts can be shifted to mobilizing moderate Palestinians and Israelis to demand a comprehensive peace solution.

2. "KHALAS" The "Enough" campaign was intended to mobilize grassroots activities to tap into the frustration of Israelis and Palestinians. Message: "Enough is Enough!" Calls to Action: 'Come See Who is Standing Next to You" photographic unity for peace initiative. Traveling global photographic exhibit. WE INTEND TO USE THIS CAMPAIGN FOR AN INTIAL 'ROAD TEST" DATA ASSESSMENT.

3. 2008 " IMAGiNE 2018": Designed to transform apathy by calling on Israelis and Palestinians to imagine how a peace agreement would transform the region in 10 years. Calls to Action: Joint Palestinian/Israeli Ministry of Education classroom essay contest...2,500 submissions.

4. OV POLLING/TOWN HALL MEETINGS: Following an OV commission series of polls, OV organized a series of town hall meetings utilizing messaging derived, in part, from polling data.

5. 2010/2011 RELAUNCH OF IMAGINE 2018+WHAT IS YOUR ROLE: Unlike the 2008 campaign, OV called on Israelis and Palestinians to imagine BOTH positive AND NEGATIVE consequences of a peace agreement in ten years. Calls to action included encouraging exhibits and comments as well as painted murals

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6. 2011 "POST IT" CAMPAIGN: A Facebook application was created to enable Israelis and Palestinians to write a framework for a two state solution. But by all accounts it did not get off the ground.

7. 2011 UN STATEHOOD BID CAMPAIGN: As the Palestinian bid for statehood approached in September, 2011, OV launched the campaign: "WE HAVE A HOMELAND; WE WANT A STATE." Goal was to mobilize mostly Palestinians into collective action to support a UN bid with the hope it would drive a TSS negotiation. Activities included "Café Dialogues" and town hall meetings, etc.

8. 2012 "FREEZE MOBS" In Israel, OV held a "headline" contest encouraging activists to write their own headlines to parody the Yisrael Hayom by creating a Yisrael Machar (Israel Tomorrow). Winning headlines were placed on bus ads and used to help launch the 2011 Knesset Caucus for a two state solution.

9. 2012 ARAB PEACE INITIATIVE CAMPAIGN: Calls to action included release of "API" inscribed balloons.

10. 2012 "THIS LAND IS OURS/LEAVE US ALONE" CAMPAIGN: OVP commenced a major tree planting project in Area C.

11. 2013 OVI GET OUT THE VOTE CAMPAIGN: OVI deployed traveling ballot boxes to universities around the country with calls to action encouraging Israelis to understand that every issue affecting Israel is tied to resolving the conflict. OV partnered with Ofir Keder to produce a viral get out the vote video to encourage Israelis to vote for candidates who support a TSS.

COMMENT: In order to implement a successful strategy targeting "swing' Israeli voters and moderate Palestinians these prior campaigns include messaging, tactics and calls to action that may/may help swing voters in a direction consistent with the strategy's objectives. The challenge will be to design effective, impactful calls to action that can be adequately measured with objective metrics to determine which messaging will effectively resonate with swing Israeli and Palestinian voters.

Correlated short term calls to action and campaigns are already on the drawing boards. One OVI-originated campaign our communications staff in Tel Aviv is preparing is a new "Negotiate with Abbas; Not With Hamas!"

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BUDGET ESTIMATES: Final 2 Quarters 2014 + 2015

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			2014 - 2015
I. Metrics Software			
		VAN	$ 135,000.00
II. Personnel			**$ 1,107,036.00**
	International		$ 243,750.00
	OVI		$ 462,471.00
	OVP		$ 400,815.00
III. 270 Strategies Consulting			
		270 Strategies Fee	**$ 180,000.00**
V. Polling			**$ 102,000.00**
		OVI Public Polling by GBA	$ 75,000.00
		OVP Public Polling	$ 27,000.00
VI. Communications and Moblization Campaigns			
		OVI - Part 2 "Peace it Also Pays Off	$ 350,000.00
		Events and Messaging by TSS Entertainment Council	$ 1,500,000.00
		OVI Israel Combined Comms and Moblization $ Per Targeted Voter Will Need to be computed. Will Represent the Largest Cost Factor at an Amount Estimated at no Less Than	$5,000,000 - $7,000,000
		OVP - Communications and Mobilization Campaigns	$ 150,000.00
Total Estimated Budget			**= $8.5 m - $10.5m**

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Message

From: Marc Ginsberg [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF235PDLT)/CN=RECIPIENTS/CN=MARC GINSBERG207]
Sent: 8/11/2014 6:01:00 PM
To: Daniel Lubetzky [redacted] Green, Harriet ([redacted]; 'samerhamadeh [redacted]; 'joelfields@ [redacted]; Jonathan Prince [redacted] 'dr.usama.hasan [redacted] Graham Edwards [redacted]; Greg Rack ([redacted] Trustees [redacted]; 'iradley@ [redacted] 'russell@ [redacted]; Sayyeda [redacted] meyer.cornelia [redacted] Djoseph@ [redacted]
CC: John Lyndon ([redacted]); Josh Nerpel [redacted]; Marc Ginsberg [redacted]
Subject: AGENDA FOR JOINT OV US & EU BOARD CALL -- AUGUST 14
Attachments: Development Update 8 7 14.pdf; PWF and OVE Board Budget Documents.pdf; OV Strategy Memo Version 8-1-14.docx

Dear Peaceworks US and OV Europe Board Members

I know that John has sent a brief agenda to the European board, so I apologize in advance for adding to your paper burden by asking our European members to use this memo as the foundation for our call this coming Thursday...

- Set forth below is the agenda for the joint call. As a reminder....here are the call in details:
- **12 noon US EDST/1700 LONDON**
- **Dial-in Information:**

[redacted]

DOCUMENTS ATTACHED

- Fundraising Update
- Summary of Multi-Annual Operations vs. Incomes
- Executive Summary of Proposed Strategy (you received this already)

AGENDA:

- 1200-1205 – BRIEF INTRODUCTION BY EACH BOARD MEMBER (EU BOARD FIRST/THEN US BOARD) ALPHABETICALLY AS FOLLOWS:
- 1205-1220 -- UPDATE ON OV OPERATIONS/ PROPOSED NEW OV JOINT STRATEGY/IMMEDIATE GOALS AND OBJECTIVES – Marc Ginsberg/John Lyndon

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- 1220-1230 -- FINANCIAL SITUATION/CURRENT & NEW FUNDRAISING GOALS ...see attached documents – Josh Nerpel
- 1230-1235 -- THE ROLE OF "270 STRATEGIES" WHAT HAS IT DONE, WHAT IS IT GOING TO DO WITH OV – Josh Nerpel
- 1230-1300 -- DISCUSSION AMONG BOARD MEMBERS/NEXT STEPS

CEO INTRODUCTORY COMMENTS (PLEASE READ THIS BEFORE MEETING):

Even before the latest Gaza crisis, the staff as well as the OVI and OVP boards have finalized AND APPROVED a very courageous and daring strategy that was sent to each of you several weeks ago.

It targets the key constituencies in both Israel and Palestine who will decide the next election in Israel as well as the key opinion elites and moderates in both parts of Palestine to coalesce around a demand to negotiate and immediate end to the conflict – They constitute the vast swath of centrist Israelis and Palestinians who realize – particularly after "Gaza IV" that SECURITY will only come when there is a full fledged PEACE agreement.

"Gaza IV" is rearranging the regional constellation (new support for the API), as well as opening a rare, unexpected window of opportunity for OV to marginalize extremists on both sides; buff and support Abbas as the PARTNER for peace that Israel needs and can no longer deride; and take out of Netanyahu's hands his SECURITY card by creating a new, dynamic advocacy/call to action based on PEACE = SECURITY; AND driving a nail through the coffin of the settlement enterprise.

We all know that the creative part of the campaign and calls to action will be developed each step of the way by experts working with us, since we check all the boxes: grassroots mobilization, messaging, calls to action, and infrastructure capacity.

The OVI staff has already commenced its first tactical implementation of that plan with the "***ABBAS/NOT HAMAS campaign***.

WHAT HAS OV BEEN DOING AND PLANNING TO DO SO FAR...

1. Overhauling our grassroots strategy, and with the help of 270 Strategies we have put in place a new approach that is best in class globally with regards to leveraging civil society toward political change. This data driven approach allows us to identify key constituencies who are receptive to our message, and rapidly build databases of supporters and potential supporters.

Nobody in Israel or Palestine—including all the major political parties—are using a system as sophisticated as this, and it gives us a real edge.

2. We plan to "road test" communications and calls to action around the demilitarisation of Gaza and opposing rocket fire in principle (to provide Israelis the security they deserve, and show Palestinians that the firing of rockets is wrong and compromises their cause); the cessation of settlement growth (to show Palestinians that the PA's diplomatic path pays dividends, and that two states are still possible); and the opening of crossings into a demilitarised Gaza as well as investment in reconstruction (to improve the lot of ordinary citizens and encourage moderates).

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Each of these points involves taking on extremists in each society and saying what needs to be said, as well as showcasing our biggest asset: our parallel nature. OVI can point to and highlight OVP's work in taking on extremists, and vice versa, showing that there IS a partner, creating a dynamic of reciprocity and confidence building.

3. New multi-stage campaigns and calls to action are the last piece of the in region puzzle. OVI and OVP are right now mounting mini-campaigns (e.g.,Abbas Not Hamas) designed to build momentum as we move toward an end of these hostilities, helping position us so that we can set the agenda for what comes next. However we still need to come up with an overarching "creative" that captures the imagination of Israelis and Palestinians, as well as a "call to action"—something we're asking people to actually do that is effective and meaningful, and chimes with that campaign.

Let me reiterate what I stated in my July 31st email to you...the calls to action and messaging require road-testing by experts; not hunches or opinions or grandiose schemes that put the "infrastructure-necessary cart" before the "messaging/calls to action horse"

FINALLY, the most legitimate question we are wrestling with is: "how will we measure success from all of this effort if it is approved and funded?" It is too cute by half to merely state that if a more moderate Israeli PM emerges that is our measure of success. Our plans will impose metrics and measured milestones.

You have our plan and our proposed budget requirements. Our fundraising goals are attached, as well.

Marc

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Message

From: Jamie Kessler [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAMIE KESSLERCC1]
Sent: 9/9/2014 4:48:43 PM
To: Josh Nerpel [redacted] Mara Lee [redacted]
Subject: RE: Strategic Planning Framework
Attachments: Strategic Plan Framework_JKEdits_Sept9.docx

Mara and Josh,

Attached is an updated version of Marc's strategy document.

Marc – as discussed I took the document that you and Samer worked on and incorporated it into Marc's document. I attempted to differentiate between an OVI strategy of mobilizing 1.5 million centrist votes and an OVP model of targeted community organizing. Let me know your thoughts.

Josh –

- in addition to providing your comments on the attached doc, it also needs to include the updated OVI budget and most likely an implementation timeline (I highlighted where I think that should go – it should be tied specifically to the OVI section as we don't yet have a budget for the OVP strategy).
  if this looks to be too dramatic a departure from Marc's original document let's discuss how to work in Samer's proposed strategy otherwise

Thanks,
Jamie

From: Josh Nerpel
Sent: Monday, September 08, 2014 4:29 PM
To: Mara Lee
Cc: Jamie Kessler
Subject: FW: Strategic Planning Framework

Wanted to send the below email to you.

Just talking to Jamie, I think the best way to try to think about these two plans (the attached and Marc's document) is that the attached is the next 6-8 months and the Marc document begins to overlap with the attached 5-6 months down the road through the following phases

1) Phase 1: Research and Data
2) Phase 2: Field and Digital
3) Phase 3: Paid Media

I am going to join your call with Jamie tomorrow morning too.

Thanks,

Josh

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From: Josh Nerpel
Sent: Friday, September 05, 2014 9:21 AM
To: Marc Ginsberg
Cc: Jamie Kessler
Subject: FW: Strategic Planning Framework

Marc,

Attached is the updated document that Mara has been working on with OVI and OVP that I referenced yesterday.

As discussed, it was the original strategic plan, with areas to be populated with her guidance by OVI and OVP on organizing model, ladder of engagement, concrete goals and metrics.

I am having a bit of a hard time deciding how to incorporate this into your new document. If we were to think of this as different versions of an improved organizational plan, I would say the attached is a drastic improvement from where we were a few months ago, maybe version 2.0, whereas your version is the BIG BOLD plan version 3.0. I think the attached is an incremental step on getting us to version 3.0, but should we decide to go with the big plan the staffing structure, ladders of engagement and objectives will all continued to need to be tweaked.

I don't want to scrap the attached, as I think OVI and OVP are making a lot of progress and this incremental improvement is a necessary step of getting us to where we want to be. It also gives the offices objectives to be working towards that are consistent with the overall plan until a decision is made on a grander plan, but would like to discuss with you this morning.

Thanks,

Josh

From: Mara Lee
Sent: Thursday, September 04, 2014 9:37 AM
To: Polly Bronstein; Samer Makhlouf
Cc: Payton Knopf; Josh Nerpel
Subject: FW: Strategic Planning Framework

Polly/Samer -

Attached is the strategy implementation document that includes the components that we have been working through over the last two weeks including the ladders of engagement, reporting and staffing structure, roles, etc.

Obviously the big needs here are to finish building out both the campaigns (copying Payton here as well) and then the final metric components per region.

Please let me know if you have both have time to review on Sunday and then let's schedule in time with your teams to finish this next week.

Thank you!!

Mara

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Mara Lee | International Organizing Director | OneVoice
[redacted]

| Jordan: [redacted]
[redacted]

From: John Lyndon [redacted]
Sent: Tuesday, August 12, 2014 1:17 PM
To: Samer Makhlouf; Polly Bronstein
Cc: Josh Nerpel; Mara Lee; 'Katie Parsons'; Payton Knopf; Marc Ginsberg
Subject: RE: Strategic Planning Framework
Thanks Samer,

Can you and your team begin to fill in the sections that are marked with comments? As noted below, if we could get that done by end of week it would be hugely helpful

Thank you

John

From: Samer Makhlouf [redacted]
Sent: 12 August 2014 11:12
To: John Lyndon; 'Polly Bronstein'
Cc: 'Josh Nerpel'; 'Mara Lee'; 'Katie Parsons'; [redacted] 'Marc Ginsberg'
Subject: RE: Strategic Planning Framework

Thanks John
I read the document, I do not have any comments to raise immediately, things look perfect for me. We will have discussions when we discuss the details at a later stage.

Samer Makhlouf
Executive Director
One Voice Palestine
[redacted]

From: John Lyndon [redacted]
Sent: Tuesday, August 12, 2014 11:47 AM
To: Polly Bronstein; Samer Makhlouf
Cc: Josh Nerpel; Mara Lee; Katie Parsons; [redacted] Marc Ginsberg
Subject: Strategic Planning Framework

Hi Polly and Samer,

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Hope you're both well. Attached is an updated strategic planning framework that incorporates Marc's planning memo and the elements of the improved grassroots operating model we have all been working on over the last 9 months. This document has been pulled together by Mara, Josh, Payton, 270 and me. The goal of this document is to build a clear understanding of the top level objectives across all offices, the goals of those objectives and a detailed understanding of the programs and tactics we intend to use in each office to achieve those goals. As such, **this document is critically important to use moving forward on implementation of our agreed upon strategy.**

I know you have both been working on plans with your respective staffs for communication campaigns and grassroots plans that take into account the new organising model. I would ask that you read through the attached document and use it for reference as you continue that planning process to ensure the programs and tactics you are putting together are consistent with the overall objectives and that they are tied directly into achieving those objectives.

There are questions and objectives in each section that I hope will guide your planning to ensure that we are asking and answering important points to facilitate consistency and to better inform our strategy moving forward in a productive way.

In addition, there are areas in which I would like you and your teams to work with Mara to populate and Josh has noted those sections within the document. A lot of this is stuff that you already have underway or have prepared on in previous 270 meetings in Ramallah and Tel Aviv, but it would be helpful to check against the concepts laid out in this document to ensure they are consistent with the overall objectives.

Lastly, on the communications front, there have been a lot of different messaging ideas and creative thrown out in the last few days. Payton has added in points that relate directly to a process for ensuring that we are moving these ideas forward to be message tested and brought to conclusion so that we can get campaigns underway in the coming weeks to support and amplify the capacity building on the grassroots side.

I welcome any feedback on this.

As Josh and I will likely be out at some point over the next two weeks, I would ask that you work with Mara on the grassroots specific portions and Payton on the communications section to ensure we move this forward effectively. Please keep Josh and myself cc'd on all communication, and would be great if we could make substantial progress on the noted areas within the document by the end of this week.

Thanks,

John

John Lyndon
Executive Director
OneVoice Europe
[redacted]

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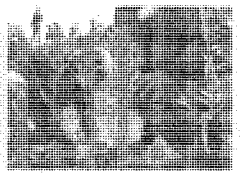
ONEVOICE HISTORY AND IMPACT

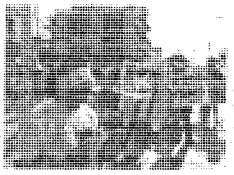


OneVoice is uniquely structured as two mainstream, nationalistic movements working in parallel on the Israeli and Palestinian sides for a two-state solution and end to the conflict. OneVoice has offices in Tel Aviv, Ramallah, Gaza City, London, and New York City.

Since OneVoice's inception in 2002, we have engaged over 650,000 people through our parallel programming, training over 4,500 young Israelis and Palestinians in community organizing and conflict resolution.

Looking back at OneVoice's achievements over the last 10 years provides proof of concrete and measurable progress toward our ambitious goals – a selection of these achievements can be found on the following page. Yet every day that goes by without a comprehensive solution rightfully leads us to continuously reevaluate our impact. We recognize that in order to break through the status quo, new approaches are necessary.

What is your role to end the conflict?



The Peoples' Blueprint is a bold new initiative of OneVoice to empower ordinary citizens to create positive facts on the ground that establish the political climate and build the physical infrastructure needed for the realization of the two-state solution. The Peoples' Blueprint provides an opportunity for ordinary Israeli, Palestinian, and international citizens to engage in individual and collective actions that, when amplified and aggregated, create positive facts on the ground. Local, regional, and global leaders will incentivize these successes to magnify their impact, creating momentum to shift the direction of the conflict. This momentum will produce a change in the political environment, allowing political representatives on both sides of the conflict to take the final steps in agreeing to a comprehensive solution.

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PWF00025580

STRATEGIC MILESTONES

1. Youth Leadership Program

OneVoice's Youth Leadership Program has trained over 4,500 young Israelis and Palestinians in mobilizing their communities to push for a two-state solution, and scores of these youth leaders have graduated on to positions of power, from being elected to the Israeli Parliament (Knesset) to City Council members in their cities or villages, and aides to ministers in Palestine and Israel alike.

2. Two-State Caucus

In January 2011, OneVoice Israel helped launch the Knesset's first ever Two-State Caucus with MK Yoel Hassan (Kadima), a former OneVoice Youth Leader. The Caucus aims to forge a non-partisan, moderate bloc within the Knesset to keep pressure on the Israeli government to achieve a two-state solution.

3. Political Impact in Israel

Through the Two-State Caucus OneVoice Israel has been able to help defeat legislation that hurts the peace agenda, while a nation-wide Get Out The Vote drive in the recent elections helped increase voter turnout percent and increase the number of center-left seats in the Knesset.

4. Grassroots Activism in Palestine

In Palestine OneVoice is pioneering youth developed and led initiatives, including planting the first National Palestinian Peace Park and creating a Women of Influence program. In addition, we have recently reopened OneVoice in Gaza, where we are partnering with a local community center to bring the important message about peace to young Gazans eager to learn about and become advocates for the two-state solution.

5. Youth-Led Chapter System

OneVoice now has 18 youth led chapters across the West Bank and eight chapters in Israel (covering all the main university campuses), which serve as the centers of grassroots mobilization and engagement.

6. International Engagement Program

Touring OneVoice activists have brought the conversation about the two-state solution to the U.S. and U.K. and engaged over 19,000 people with events at more than 100 college campuses as well as community centers and policy think tanks.

7. Media Attention

We use social media to amplify the voices of civil society and build a global movement. We've also been featured on major international media outlets, including NPR, Voice of America, C-SPAN, Al Jazeera, and CNN.

8. Engaging Int'l & Local Leaders

OneVoice has brought together Rt. Hon. David Miliband MP, former UK Foreign Secretary, and Sen. George Mitchell, former US Special Envoy for Middle East Peace, to discuss the future of the Israeli-Palestinian conflict and the two-state solution, as well as local leaders in Israel and the West Bank in unique Town Hall Meeting formats.

9. U.N. Bid

OneVoice Israel launched a high profile event series ahead of the Palestinian U.N. bid, challenging Israelis to consider the potential of a Palestinian state existing alongside Israel in peace and security.

10. Tel Aviv Roundtable

On October 11, 2011, in an ambitious spin-off on a Town Hall Meeting, OVI invited over 500 Israelis to join 30 prominent public figures in roundtable discussions in the plaza outside Tel Aviv's Cinemateque, for an unprecedented conversation about the conflict.

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To: Dastin-van Rijn, Michele[Dasti [redacted]
Cc: [redacted]
From: [redacted]
Sent: Thur 8/1/2013 7:32:56 AM
Importance: Normal
Subject: RE: ONe voice Proposal - meeting to discuss
MAIL_RECEIVED: Thur 8/1/2013 7:33:00 AM

Dear Michele,

I apologize for the delay responding, Control Officer duty is getting the better of me as Eva noted. I would be able to meet at 1:30pm on Friday. A couple quick thoughts:

- I hope to bring some useful information to the table from my prior life working for OneVoice's International Education Program. The program officers are typically very impressive in meetings and have attention-grabbing ideas that look great on paper. However, they admit they have relatively few real Israeli and Palestinian followers on the ground (see their description of the ice sculpture campaign.) A campaign like the "Wanted Ads" they propose would only succeed if it picks up momentum in social media, and I have seen another very large OneVoice campaign that had 5 million dollars worth of funding behind it fall very flat in 2007. I wonder if this particular campaign has as much to do with raising the profile of OneVoice as affecting the peace process – if so, the question would be, is it appropriate to dedicate U.S. funds to this purpose? The answer may be yes, but I think we should at least address the question.

- I would recommend taking a look at another campaign as an alternative for the purposes of comparison. Crack in the wall is featuring stories of Palestinian and Israeli people who lost family members to violence but are still saying, "Our choice is peace davka shalom." They have 13,925 likes on Facebook. https://www.facebook.com/crackinthewall One Voice is not running a similar campaign right now, and they have 5,869 likes on their English page (I believe they may have a separate Arabic and Hebrew page.) https://www.facebook.com/onevoice.movement

- On the actual proposal, I think it has some merit. Some of the ads they propose are silly and could even be read as cynical, but this one is powerful. It says, "Wanted: Diplomats for the Israeli Embassy in Palestine."

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I will note to the group that there is now a nexus between the popular Crack in the Wall campaign by Bereaved Families Forum and OneVoice: The following is a post from Crack in the Wall about the Knesset meeting yesterday noting the historicity of having a Palestinian flag hung for the first time in Israeli Knesset.

https://www.facebook.com/photo.php?fbid=681001168580122&set=a.436906699656238.120472.414581845222057&type=1&theater

Look forward to meeting,

[redacted]

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SBU

This email is UNCLASSIFIED.

From: Dastin van Rijn, Michele
Sent: Thursday, August 01, 2013 1:00 PM
To: [redacted]
Cc: [redacted]
Subject: RE: ONe voice Proposal meeting to discuss

Are you available at 1:30 p.m. as well? I have a meeting right now at 11 a.m. but could possibly try to move it slightly.

Michele Dastin-van Rijn

Cultural Attaché

U.S. Embassy Tel Aviv

One Ben Yehuda Street

[redacted] [redacted]

[redacted]

[redacted]

Website YouTube Twitter Facebook

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From: [redacted]
Sent: Thursday, August 01, 2013 12:56 PM
To: Dastin van Rijn, Michele; [redacted]
Cc [redacted]
Subject: RE: ONe voice Proposal meeting to discuss

Hi today is not good for me, but tomorrow at 11:00 would work for me. [redacted] is crashing on a CODEL, I can't speak fo [redacted] schedule.

This email is UNCLASSIFIED.

From: Dastin van Rijn, Michele
Sent: Thursday, August 01, 2013 12:04 PM
To [redacted]
Subject: ONe voice Proposal meeting to discuss

[redacted],

As you will recall, I have passed you the One Voice proposal that we received this weekend. Yesterday, James and I went to Ramallah to get a bit more insight into One Voice Palestine's activities and approaches and their relationship to One Voice Israel, and, as in our conversation here, I was quite impressed with their very logical, creative and effecitve approaches and their outstanding network. R is looking to fund something like the One Voice initiative. I think, if we did, we would not look to be branded as part of this, although we would never deny being associated, but there are risks. I am not sure the media campaign is what we should focus on, but we have definitely wanted to engage audiences and move them beyond the incredible apathy that exists here. President Obama did set the stage for us to engage youth audiences and to get them energized to create positive change. I have told the ambassador we have received the proposal and have shared it with Dave Harden. I'd like to discuss this with you today or tomorrow if possible in order to agree on next steps in dealing with the One Voice proposal. Thank you.

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Michele Dastin-van Rijn

Cultural Attaché

U.S. Embassy Tel Aviv

One Ben Yehuda Street

[redacted]

[redacted]

Website YouTube Twitter Facebook

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OFFICE OF THE PROCUREMENT EXECUTIVE
GRANTS POLICY DIRECTIVE NUMBER 23, Revision 2
SUBJECT: Federal Assistance File Folder, Form DS-4012

1. **Scope:**

This Directive applies to all Federal financial assistance awarded by the Department of State, both domestic and overseas, by all grants-making bureaus, offices, and posts under any applicable statutory assistance authority.

2. **Policy:**

The use of the DS-4012 file folder/form is mandatory for all Department of State Federal assistance actions. The DS-4012 shall be used for all Federal assistance actions, regardless of size, scope or cost. The DS-4012 form shall be used for both overseas and domestic assistance awards.

The folder is designed to allow individual offices to retain flexibility in the way the Form DS-4012 is used. It is essentially a "cover sheet" or "checklist" of information which should be readily available for each Federal assistance award. For shorter awards, the relevant documentation may actually be filed inside the DS-4012 itself; for larger, ongoing awards, it may merely be attached to the front of the folder(s) in which other documentation is kept and serve as a reference index.

3. **Background and Purpose:**

This directive provides guidance to Grants Officers in order to ensure uniform Department-wide use of the Federal Assistance File, Form DS-4012. It will ensure that the required documentation supporting the issuance and management of each assistance award is present and complete, and provide the Department with a standardized, user-friendly system of keeping track of assistance activities.

4. **Ordering Information:**

A fill-able DS-4012 Form is available for download on A/OPE/FA's website at http://aopefa.a.state.gov.

Manila file-folders can be ordered through the Department's Global Publishing Solutions via the intranet at http://rpceap.state.gov/products/catalog. Browse under "Folders" to order the DS-4012.

5. **Instructions for Use:**

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Step-by-Step instructions for the use of the Form DS-4012 are attached at the end of this directive.

6. **Effective Date:**

This policy is effective immediately.

Corey M. Rindner, Procurement Executive

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Instructions for Federal Assistance File DS-4012

TABLE OF CONTENTS *Do not write anything in these boxes.*

SECTION 1: SUMMARY INFORMATION

This section provides basic, mandatory information pertaining to the award. Complete this section in its entirety.

AWARD NUMBER A thirteen character "alpha numeric" designator shall be assigned to each grant or cooperative agreement, or voluntary contribution awarded. This is called the Standardized Assistance Instrument Identification Number. The award number should be developed as instructed in *Grants Policy Directive No. 14, Rev. 2.*

AWARD TITLE Provide the name given to the program or project to distinguish it from others,. The Award Title can be derived from the Request for Applications, Request for Grant Proposals, and/or the Catalog of Federal Domestic Assistance, if applicable.

POST OR BUREAU This entity is responsible for ensuring that funds are available for this award.

BSP/MSP/OP GOAL & OBJECTIVE NUMBER Enter (if applicable) corresponding Bureau Strategic Plan, Mission Strategic Plan, and/or Operational Plan (for awards supported by Foreign Assistance funds) goal and objective number or a brief description of these.

RECIPIENT NAME Provide the name of the organization or entity that will receive the award.

RECIPIENTCONTACT INFORMATION Provide the name of the person or key personnel who will be responsible for overseeing that the goals and objectives of the grant are realized. This information should include the DUNS number or Tax ID Number of the recipient entity.

TYPE OF RECIPIENT Check box for:

Foreign, if the recipient is located outside of the contiguous United States.
Domestic, if the recipient is located within the contiguous United States.
Other e.g, Public International Organization, United Nations sponsored program, etc.

AMOUNT (USD) Enter total dollar amount of the award.

PROJECT PERIOD The project period, or period of performance, is the time between the effective date and the expiration date of an award document that permits the recipient to expend funds for allowable costs in support of the project up to the amount specified in the award. The project period should allow adequate time for program performance. In the interests of consistency and efficiency, it is suggested that the expiration date should be set at the end of the month to ease the close out process and final report submission. The grant is in effect when signed and dated by a warranted Department of State Grants Officer.

GRANTS OFFICER This person has been issued a U.S. Department of State grants warrant by the Office of the Procurement Executive (A/OPE) and is responsible for the management of the grant. Exceptions may be found in *Grants Policy Directive No. 8, Rev. 2.*

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PURPOSE Provide a brief description of the goals of the award program.

SECTION 1:
SUMMARY INFORMATION
CONTINUED ...

AWARD INSTRUMENT See *Grants Policy Directive No. 15* and *00 STATE 22931* for definitions.

Check box for:

GR **(Grant)** if the principal purpose of the assistance is to support or stimulate a public program or purpose, but no substantial involvement by the government is anticipated. The majority of discretionary assistance awards, whether domestic or foreign, will probably fall under this category of Grants.

CA **(Cooperative Agreement)** If the principal purpose is to support or stimulate a public program or purpose, and the parties anticipate *substantial government involvement* by the U.S. Department of State during performance. The type and degree of involvement must be specified in the Notice of Award, Bureau/Program/Post Specific Requirements. Normal reporting and monitoring activities (Financial Status and Program Reports, Site Visits, periodic consultations or technical advice) do not normally constitute substantial involvement by the U.S. Government.

VC **(Voluntary Contribution)** These are discretionary financial assistance awards to *officially designated Public International Organizations* (PIOs). Examples would include such organizations as the UN (and its various sub branches), the OAS, IAEA, ICAO, ILO, IMF, IBRD, NATO, WHO and many others. You must refer to a current list of officially designated PIOs. The PIO list can be accessed at the following web address: www.opm.gov/employ/internat/LIST.asp

AC **(Assessed Contribution)** These are payments of dues and other contributions for which the U.S. Government is liable to *officially designated Public International Organizations* (PIOs) as a result of its membership or other association or agreement with the PIO. Technically, Assessed Contributions are not federal assistance, and the use of both the DS 1909 and DS 4012 forms are not required to document the transfers of these payments.

GRANTS OFFICER REPRESENTATIVE/PROJECT OFFICER The Grants Officer Representative (GOR) has technical knowledge of the program and its objectives and will review proposals, budgets and statements of work submitted by potential grantees. Authority for the Grants Officer Representative must be delegated in writing by the Grants Officer and the designation letter must be kept in the DS 4012 file folder. Per Grants Policy Directive 16, Revision 1, the designation of a Grants Officer Representative is mandatory for every domestic assistance award, and strongly recommended for every overseas award. For further instructions on the designation of a Grants Officer Representative, see Grants Policy Directive 16, Revision 1 and for further information on the roles and responsibilities of the GOR, see Grants Policy Directive 28.

GRANTS OFFICER REPRESENTATIVE/PROGRAM OFFICER Program Officers are responsible for multiple projects, and may also be GORs for individual awards. The Program Officer or Programming Office and/or Program Management Office, is responsible for the announcement, review and selection of assistance recipients prior to the award. This person has technical knowledge of the program and its objectives and will review proposals, budgets and statements of work submitted by potential grantees. Authority for the Grants Officer Representative must be delegated in writing by the Grants Officer and the designation letter must be kept in the DS 4012 file folder. Per Grants Policy Directive 16, Revision 1, the designation of a Grants Officer Representative is mandatory for every domestic assistance award, and strongly recommended for every overseas award. For further instructions on the designation of a Grants Officer Representative, see Grants Policy Directive 16, Revision 1 and for further information on the roles and responsibilities of the GOR, see Grants Policy Directive 28.

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PROGRAM OFFICE OR AGENCY The Program Officer or Program Office and/or Program Management Office, is responsible for the announcement, review and selection of assistance recipients prior to the award. Where there is no Program Office/Officer (or equivalent), this role and these following responsibilities become those of the Grants Officer

STATUTORY AUTHORITY Check box for one(s) that apply. Statutory authority for awards resides with either or both an authorization, such as the Fulbright Hayes Act, and an appropriation, such as the Economic Support Fund. Grants Officers should indicate both the authorizing legislation and the appropriation account that funds the award. Guidance for determining which authority applies can be found on OPE's website under "Grants" / "Grant Authorities" "Procurement and Grant Authorities List" then "2. Statutes Governing Federal Assistance at the Department of State"

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SECTION 2:
PRE-AWARD ACTIVITIES

PROGRAM ANNOUNCEMENT Competitive Grants and Cooperative Agreements must be announced/published. *Grants Policy Directives Nos. 5 and. 27* outline the proper procedures for competing grants and cooperative agreements. Information relating to posting competitive announcements on Grants.gov is described in GPD 26.

Title and Number should correspond to that noted in above in Summary Information.

PRE-APPLICATION If a pre award conference was held or other activities which related to providing instructions to potential applicants, vetting, or pre screening, that information should be noted in this field. If an applicant submitted a Statement of Interest in response to a request from the Program Office, post, or Bureau, the date of submission should be noted. Otherwise, check "WAS NOT REQUIRED."

PROPOSAL SUBMISSION INSTRUCTIONS Grants Officers and Program Offices have the option of providing additional, detailed instructions for applicants submitting proposals. While Proposal Submission Instructions are not required for all Department Program Announcements, they can be useful in providing technical guidance such as acceptable proposal lengths, required certifications and assurances, as well as instructions on submitting letters of endorsement, resumes of key staff, etc.

PROGRAM BUDGET GUIDELINES Any special instructions or guidelines, or a categorized list of program budget breakdown, if provided to potential applicants, should be noted in this field and included in the award file. If this additional information was not provided to applicants, check "WERE NOT PROVIDED."

UNSUCCESSFUL APPLICATIONS Attach copies of unsuccessful notices, if any. This is especially important if there were a number of applicants and similar proposals.

PROPOSAL EVALUATION / BUDGET REVIEW

Note the **date** and **individual(s) name(s)** who conducted the evaluation.

As applicable, check box(es) and attach the Review Criteria/Plan and the Memorandum of Decision. Include all documents related to agreements on indirect cost rates between Department and selected applicant(s), including Negotiated Indirect Cost Rate Agreements. If no proposal review was completed, check the "WAS NOT CONDUCTED" box and attach a justification for a sole source selection or other document detailing reasons no review was made.

SUCCESSFUL APPLICATION / PROPOSAL

After conducting required checks (**Excluded Parties List**), check these boxes to verify compliance.

Check box and attach **Application/Proposal** of successful party.

Check box and attach **Representations and Certifications** provided by the applicant attesting to adherence to mandated federal regulations [e.g., Drug Free Workplace, EEO, etc.] *required* for domestic grants only. Statements concerning the absence of conflict of interest should also be included here.

Check box and attach **Budget Proposal**

NEGOTIATIONS Check applicable box. If significant negotiations were conducted, a Memorandum of Negotiations should be attached. If no negotiations were conducted, check the "WERE NOT CONDUCTED" box.

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DEVIATIONS Check applicable box. If significant deviations from standard terms and conditions exist, these should be detailed and attached in the Notice of Award, Bureau/Post/Program Specific Requirements document under "Deviations.".

DEPARTMENT APPROVAL Check applicable box. If Departmental approval was required (See *Grants Policy Directive No. 11)*, enter date received and attach copy.

CERTIFICATION OF FUNDS AVAILABILITY An authorized Certifying Officer at post or, for domestically issued grants from the relevant Bureau EX Budget Officer, must certify and sign that funds are available. A copy of this certification containing requisite fiscal data, etc. must be attached. Failure to comply with this can constitute an Unauthorized Commitment (See *Grants Policy Directive No. , Revision 2*).

NOTICE OF FEDERAL ASSISTANCE AWARD Note the date of notification and attach a copy of the Notice of Award provided to the successful recipient. The Notice of Award is comprised of four components: DS 1909 form; Award Specifics; Bureau/Program/Post Specifics and the Standard Terms and Conditions (for either domestic or overseas awards). Grants Officers may opt to require recipients to download the Standard Terms and Conditions from the A/OPE/FA website (http://fa.statebuy.state.gov/) rather than sending the document out with the Notice of Award. The Bureau/Program/Post Specific Requirements component is an optional document that includes additional data elements such as pre award cost allowances, waivers for publications, use of program income, Special Award conditions, and deviations from standard award terms and conditions.

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SECTION 3:
POST-AWARD ACTIVITIES

SIGNED ORIGINAL FEDERAL ASSISTANCE AGREEMENT Attach a copy, signed by all parties, of the Grant/Cooperative Agreement. Signatures are required for Voluntary Contributions but not for Assessed Contributions.

GRANTS OFFICER REPRESENTATIVE (GOR) DESIGNATION LETTER. If a GOR has been designated, attach copy of the Designation Letter. See *Grants Policy Directive No. 16.*

AMENDMENTS If the Award is amended at any time, a signed document containing the concurrence of all parties must be attached. The use of the DS 1909A cover sheet is required for any and all amendments, including "no cost extensions" that do not alter the scope of budget of the award in any way.

MONITORING PLAN All Awards require a monitoring plan to ensure recipient compliance and achievement of program/project goals and objectives. Monitoring plans can be brief for smaller, short duration awards, but lengthy or complex awards must include detailed monitoring plans. Monitoring plans may include roles and responsibilities for Grants Officers, Grants Officer Representatives, and Program Officers, all of whom should understand that site visits, informal monitoring procedures such as phone calls, or mid project assessments may be required.

REQUESTS FOR ADVANCE OR REIMBURSEMENT Any requests for financial disbursements (and subsequent payment actions) in accordance with the terms of the Award must be documented. For overseas awards, the Standard Form 270 is required for all payments or advances. Domestically issued awards are required to use the Payment Management System (PMS) for payments and advances. Guidance on the use of the PMS can be found at http://www.dpm.psc.gov/

DISALLOWANCES Full documentation, including rationale for disallowance, must be maintained concerning any disallowed expenses or requests for financial disbursements. These could later be subject to the appeals process on the part of the grantee, so grants management personnel must fully record all of the pertinent facts and regulations that led to the decision to disallow an expense. Remember, if costs are questioned by an audit, this does not automatically mean they must be disallowed. Auditors only "question" costs; it is the responsibility of the Grants Officer to make the final determination, as there may be extenuating circumstances or other information available which would render the costs allowable.

APPEAL DOCUMENTS. All documents pertaining to an initial Disallowance and subsequent Appeal actions must be maintained. Provide a short description on the Summary line for reference. *Grants Policy Directive No. 9 Revision 1* provides detailed information concerning the appeals process.

CORRESPONDENCE Any significant correspondence or formal memoranda pertaining to the Award should be maintained in the DS 4012 folder. Provide a short description on the Summary line for reference.

REPORTS Financial statements/reports, performance evaluations, site visits, required **audits** (if any), and other significant actions should be reported and maintained in the Federal Assistance File Folder.

SUSPENSION AND TERMINATION DOCUMENTS If the Award is suspended for any reason, complete documentation must be maintained. Termination notice and actions must likewise be recorded in writing and attached in the file.

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SECTION 4:
CLOSE-OUT ACTIVITIES

CLOSE-OUT DOCUMENTS Documentation related to the final Close Out of the Award should be attached here. Some examples of these are final program and financial reports, letters from the Grants Officer to the Recipient informing the organization that the grant is officially closed, etc.

DISALLOWANCES Full documentation, including rationale for disallowance, must be maintained concerning any disallowed expenses or requests for financial disbursements. Remember, these could later be subject to the appeals process on the part of the recipient, so grants management officers should fully record all of the pertinent facts and regulations that led to the decision to disallow an expense.

APPEAL DOCUMENTS All documents pertaining to an initial Disallowance and subsequent Appeal actions must be maintained. Provide a short description on the Summary line for reference. *Grants Policy Directive No. 9* provides detailed information concerning the appeals process.

FINANCIAL RECONCILIATIONS Final financial reports and documents pertaining to the closure of the award obligation should be kept in this section of the file. Provide a short description on the Summary line for reference.

PROPERTY DISPOSITION If any property (government furnished, recipient purchased, real, personal, or exempted) was acquired during the project period, the Grants Officer is responsible for assigning the disposition of the property during the close out phase of the Award. Guidance on the rules and policies relating to property are outlined in Grants Policy Directive 30. Provide a short description on the Summary line for reference.

CORRESPONDENCE Any **significant correspondence** or **formal memoranda** pertaining to the Close Out of the Award should be maintained in the Federal Assistance File Folder. Provide a short description on the Summary line for reference.

AUDIT REPORTS For single grants or cooperative agreements over $500,000, an annual Single Audit is required by OMB Circular A 133. This should include lists of findings and corrective actions plans, if any. If a final Audit is required, it should be attached here. Any other audits related to the Close Out of the Award should likewise be maintained in the Federal Assistance File folder. In cases where significant discrepancies or problems have been identified, all related actions and documentation must be maintained. In the event of disallowances and subsequent appeals by the recipient, the ENTIRE Federal Assistance File folder must be kept until all outstanding issues are resolved.

CONTINUATION SHEET This is "overflow" space for including additional information or reports related to any of the preceding categories. Date any attached information and write a succinct Summary, including to which section the action pertains.

ADDITIONAL REMARKS/COMMENTS This is space for including additional information, observations, or comments not already incorporated into other reports or documentation which the Grants Officer wishes to note in the file. This may include very short notes contained directly on the page itself, or references to attached notes or memoranda.

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FILE FOLDER TAB

AWARD NUMBER This is the same as the Award Number in Section 1. A thirteen character "alpha numeric" designator assigned to each Award.

RECIPIENT Provide the name of the organization or entity that will receive the Award.

DATE OF AWARD Enter in this space the day the Award is signed by a U.S. Department of State warranted Grants Officer. The Award is in effect when signed and dated by a Grants Officer.

AWARD TITLE Provide the name given to the program or project to distinguish it from others,. The Award Title can be derived from the Request for Applications, Request for Grant Proposals, and/or the Catalog of Federal Domestic Assistance, if applicable.

CLOSE-OUT/TERMINATION DATE Completion date of the project or activity.

DESTROY FILE DATE Enter the date of when the files should be destroyed. Destruction of files occurs three years after receipt of final financial report from the grantee.

NOTE: Many types of overseas grants may be exempted from compliance with requirements otherwise mandated by OMB Administrative Circulars A 102 / A 110 and corresponding OMB Cost Prineiple Circulars. Current State Department Regulations, as codified in 22 CFR 145, allow flexibility in defining a "Recipient" of an award who would otherwise be subject to all applicable U.S. Federal Law and Regulations pertaining to financial assistance and other public policy. According to 22 CFR 145.2 (cc) (2), an entity (individual or organization) receiving an award may be excluded from the official definition of a Recipient for:

(i) Foreign Organizations (governmental or non governmental);
(ii) International Organizations (such as agencies of the United Nations); or
(iii) Organizations whose assistance agreement is for work to be performed outside the United States.

In such cases, A 133 Audits, Representations and Certifications of various types of compliance, etc. may not be applicable.

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U.S. Department of State

FEDERAL ASSISTANCE AWARD

1. [ ] Grant [ ] Voluntary Contribution [X] Cooperative Agreement

2. Award Number: S-IS400-13-CA-0073

3. Award Title / Purpose
Through this project, the grantee, OneVoice-Palestine (OVP), will work to inspire civic participation through grassroots activism and promote a peaceful end to the Israeli-Palestinian conflict via a two-state solution. MRR: A Negotiated Settlement of the Israeli-Palestinian Conflict.

4. U.S. Share of Cost: $115,776.00

5. Recipients Share of Cost: $0.00

6. Total Cost: $115,776.00

9/23/13

7. Accounting and Appropriation Data
$115,776.0(not to exceed)-
19-230113.7-4435-4455340073-1370-4121-PIDPR16-EOY13

8. Type of Recipient - Check one that applies
- [ ] Foreign Educational Institution
- [ ] Public International Organization (PIO)
- [ ] Foreign Individual
- [ ] U.S. Commercial Firm
- [ ] U.S. Educational Institution
- [X] U.S. Non-Profit Organization (501(c)(3))
- [ ] Foreign NGO/PVO
- [ ] Foreign Government
- [ ] U.S. Individual
- [ ] U.S. Local Government
- [ ] U.S. State Government
- [ ] Foreign Commercial Firm

9. Issued By
Public Affairs Office - U.S. Consulate General Jerusalem

10. Project Period (mm-dd-yyyy)
From 09-30-2013 Through 11-01-2014

11. Recipient Name Address and Contact Information
The Peaceworks Network Foundation-One Voice Palestine; Ramallah; Samer@OneVoice.ps

12. Program CFDA Number: 19.021

13. Recipient Federal Tax ID/DUNS Number
DUNS #: [redacted]

14. Send Requests for Reimbursement to
Mr. Raymond Saleh; E-mail Address: [redacted]

15. Statutory Authority

Authorization
- [ ] MRA (Migration/Refugee Act)
- [ ] FAA (Foreign Assistance Act)
- [X] FH (Fulbright-Hays)
- [ ] SM (Smith-Mundt)
- [ ] State Department Basic Authorities Act

Appropriation
- [ ] CSH (Child Survival and Health Programs)
- [X] D&CP (PD)
- [ ] DA (Development Assistance)
- [ ] DF (Democracy Funds)

Appropriation
- [ ] ECE (Educ. and Cult. Exch.)
- [ ] ESF (Economic Support Funds)
- [ ] FSA (FREEDOM Support Act)
- [ ] GHA) (Global HIV/AIDS Initiative)
- [ ] NCLE (Int'l Narc. Contr. Law Enforcement)
- [ ] MRA/ERMA (Migration and Refugee Assistance)
- [ ] NADR (Nonprolif, Anti-Terror., Demin., Related)
- [ ] SEED (Support for E.Eur.Dem)
- [ ] Other

16. Notice of Award - (Check all that apply)
- a) [X] Award Specifics
- b) [X] Bureau/Program Specifics
  - [X] Post Specifics
- c) [X] Standard Domestic Terms and Conditions
  - [ ] Standard Overseas Terms and Conditions
- d) [ ] PIO Specifics
- e) [ ] Property Specifics
- f) [ ] Fixed Obligation Grant (FOG)

17. Agreement: The recipient agrees to execute the work in accordance with the Notice of Award, the approved application incorporated herein by reference or as attached, and the applicable rules checked below and any subsequent revisions.
- [ ] OMB Circular A-133
- [ ] 2 CFR 225 (A-87)
- [X] 2 CFR 230 (A-122)
- [ ] Award is not subject to OMB Circulars
- [ ] 2 CFR 220 (A-21)
- [X] 22 CFR 145 (A-110)
- [ ] 22 CFR 135
- [ ] Approved Application Attached

18. Recipient Name Title and Signature
Mr. Samer Makhlouf
Name
Signature
Director
Title
Date (mm-dd-yyyy)

19. Grants Officer Name Title and Signature
Ms. Rachel Leslie
[redacted]
Grants Officer
Title
09/24/2013
Date (mm-dd-yyyy)

20. Recipient
By signing this agreement, the recipient assures that it will comply with the terms and conditions of this award. Recipient is required to sign and return this document within 10 business days of the signature of the Grants Officer to the following address:

DS-1909
11-2009

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U.S. Department of State
Award Specifics

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Below are the Award Specifics that accompany the Department of State (DOS) federal assistance awards. The data elements below are required for all awards.

A DOS Notice of Award consists of the following four components:

- DS-1909 Federal Assistance Award coversheet – mandatory for all DOS Awards
- Award Specifics (below)
- Post/Program Specifics.
- Standard Terms and Conditions (available either on-line or printed from the A/OPE/FA website (http://fa.statebuy.state.gov/Content/documents/Domestic_TandC.pdf)

Providing the Standard Terms and Conditions to a recipient is optional, but can be requested by the recipient.

DATA ELEMENTS:

1- Standardized Assistance Instrument Identification Number: S-IS400-13-CA-0073

2- Amount of Award: $115,776.00

3- Purpose; Scope of Award; Outcome; MSRP:

Purpose:

Through this project, the grantee, OneVoice-Palestine (OVP), will work to inspire civic participation through grassroots activism and promote a peaceful end to the Israeli-Palestinian conflict via a two-state solution. The purpose of this project is to conduct a grassroots and social media campaign that will build Palestinian public support for negotiations, utilizing OVP's existing local networks, social media capacity, and over ten years of experience.

Scope of Work:

In consultation with the Consulate General, OVP will organize public events that will provide a round-table style forum for Palestinians to discuss the reality of the current status quo between Israelis and Palestinians, the possibility of statehood, and responses to

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the ongoing peace negotiations. It will coordinate with its 18 chapters throughout the West Bank and Gaza and its extensive grassroots networks of hundreds of activists in Palestinian cities and towns (specifically in Nablus, Jenin, Hebron, and Bethlehem) to bring citizens together to share concerns and ideas, and offer support for and critique of the negotiations and final status issues.

In coordination with the Consulate General, OVP will also draw on its network of opinion stakeholders and public figures to lend their weight to the grassroots components -- through town hall meetings and other discussion sessions. In close consultation with the Consulate General, OVP will explore the possibility of inviting its board members, Palestinian Central Committee members, Members of Parliament, and others as special guests and keynote speakers at its meetings and events.

The specific activities of this nine-month project that will be conducted in consultation with the Consulate General include:

- A roundtable discussion with key Palestinian influencers that will target an audience of civil society and political leaders;
- Nine town hall meetings in various locations in the West Bank and Gaza;
- Twelve "politics café" meetings, each involving approximately 50 youth participants;
- Six youth initiatives that will educate and equip young Palestinians with the skills necessary to play an active role in conflict resolution; and
- A youth conference that encourages participants to explore their role in supporting a two-state solution.

Throughout the nine-month project, OVP will implement an evaluation process to measure results, track changes in public attitudes, and tweak its activities and messaging to ensure that they are on-target. The current evaluation plan includes the development of data collection tools, determining the data sample percentage, and collecting stakeholder feedback to monitor quarterly progress points and define the need for implementation modifications. Results of the evaluations and assessments will be shared with the Consulate General.

For each activity facilitated under the auspices of this grant, the grantee will provide the Consulate General feedback regarding assessment of public attitudes and opinions; an audio recording and a written summary from each roundtable, townhall, or other activity; and any video footage or other content that is generated from the OVP activities.

Outcome:

The renewal of negotiations between Israelis and Palestinians has been met with apathy, cynicism, and disinterest among key constituencies, and there has been considerable pushback from those within Palestinian society who seek to delegitimize negotiations. This project seeks to counter negative public opinion by establishing the political climate necessary for the establishment of a two-state solution. This project seeks to increase Palestinian public support for negotiations and mobilize political participation for the duration of the project, and thus create a gradual, positive shift in public opinion.

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MRR:

This project addresses the Mission's most important MRR goal: A Negotiated Settlement of the Israeli-Palestinian Conflict. OVP is one of few credible Palestinian organizations that is actively working to promote support among Palestinian youth and the public for final status negotiations and the efforts of Secretary Kerry in achieving a two-state solution to the Israeli-Palestinian conflict.

4-Grants Officer Contact Information:

Ms. Rachel Leslie
Public Affairs Officer, Public Affairs Office
U.S. Consulate General, Jerusalem
[redacted]

5- Payment Method: (ELECTRONIC FUNDS TRANSFER)

The Standard Form 270 Request for Advance or Reimbursement Payments may be requested in the amounts required by the recipient to carry out the purpose of this award. The SF-270 must be certified by the appropriate person, numbered consecutively and identified for the period which payment is claimed. Each payment must be the amount of expenditures anticipated or actually incurred during the requested period less any unexpended funds remaining from prior payments. This information must be reflected on the Standard Form 270 submitted for payment.
When submitting a request for payment use the address provided on the DS-1909. Requests for payments must be submitted in sufficient time to allow at least fourteen (14) working days for processing.

6- Post-Award Compliance:

Department Of State Standard Terms and Conditions for Federal Assistance Awards are incorporated by reference and made part of this Notice of Award. Electronic copies containing the complete text are available at: http://fa.statebuy.state.gov, under Resources select Terms and Conditions to access the overseas terms and conditions applicable to the Recipient.
The Recipient and any sub-recipient, in addition to the assurances and certifications made part of the Notice of Award, must comply with all applicable terms and conditions during the project period.

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7- Authorized Budget:

Category	USG Budget (Federal Share of the Project's Total Cost)	Non USG Budget (Cost-Share)	Total Cost
Personnel	$47,446.00	$00.00	$47,446.00
Fringe Benefits	$00.00	$00.00	$00.00
Travel	$00.00	$00.00	$00.00
Equipment	$00.00	$00.00	$00.00
Supplies	$900.00	$00.00	$900.00
Contractual	$45,200.00	$00.00	$45,200.00
Other Direct Costs	$22,230.00	$00.00	$22,230.00
Total Direct Charges (Sum 1 thru 7)	**$115,776.00**	**$00.00**	**$115,776.00**
Indirect Charges	$00.00	$00.00	$00.00
Total Cost (Sum 8 thru 9)	**$115,776.00**	**$00.00**	**$115,776.00**

Attached is the detailed budget breakdown.

8- Reporting and Monitoring:

PD Jerusalem/Consulate and OVP will consult regularly on the development and implementation of the program. OVP will develop procedure(s) for regularly consulting with and providing updates to the Consulate/PD Jerusalem. OVP will report to PD Jerusalem regarding the status of program development and implementation, including dispersal of funds and the fulfillment of objectives and indicators (input, output and impact) on a quarterly basis; and, upon conclusion of program; and, as otherwise stipulated in the cooperative agreement.

The grantee should submit performance and financial reports (SF425) on a quarterly basis. Please adhere to the following reporting schedule as non-compliance will result in delaying and/or freezing the fund transfers.

The First Performance report period is November 01, 2013 through January 31, 2014. The reports due date is March 01, 2014.

The Second Performance report period is February 01, 2014 through April 30, 2014. The reports due date is June 01, 2014

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The Third Performance report period is May 01, 2014 through July 31, 2014. The reports due date is September 01, 2014

The fourth and final reporting period is August 01, 2014 through October 31, 2014. The reports due date is January 30, 2015

Post Specifics

1. Administrative

The USG reserves the right to rescind its approval of awards and sub-awards at any time if there is a failure to comply with vetting procedures.

2. Substantial Involvement:

Under the auspices of this cooperative agreement, the American Consulate General in Jerusalem will have substantial involvement in this project. Substantial involvement includes, but is not limited to: (a) consulting on and approving youth initiatives; (b) providing recommendations and guidance on influencers/speakers who will be a part of town hall meetings, roundtable discussions, or other events; (c) reviewing participant lists for town hall meetings, youth initiatives, roundtable discussions, politics café events, trainings/briefings, and the youth conference; (d) approving the design and text of all branded material; and (e) approving any traditional or social media associated with the project prior to dissemination.

3. Funds Transfer Schedule:

The grantee should submit funds requests by filling out the SF270 form. The funds request should be submitted with and linked to a performance report or a plan of action.

The grantee will be paid by electronic funds transfer, as per the following schedule:

A. First Transfer – [$34,733.00] - 30.00% of the awarded funds.

Funds Request Submission Date: November 01, 2013

B. Second Transfer – [$34,733.00] - 30.00% of the awarded funds.

Funds Request Submission Date: March 01, 2014

C. Third Transfer – [$28,944.00] – 25.00% of the awarded funds.

Funds Request Submission Date: June 01, 2014

D. Fourth Transfer [$17,366.00] –15.00% of the awarded funds will be reimbursed once:

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- The project is completed with the desired outcome.
- The project's narrative and financial reports are submitted.
- The program team consents to the content of the final narrative report.
- The completion of the review of the project's final financial report with the relevant financial and administrative documents (invoices; contracts; purchase orders; copies of checks; payment and receipt vouchers and any other relevant documents associated with the project's financial report)
- The review of the financial report and documents reveals compliance with the approved budget and articles of the agreement.

*** The recipient is required to refund the United States Government any unexpended funds.

4. Please refer to the standard terms and conditions document regarding budget reallocation.

5. Consulate's Points of Contact:

The Grants Administrator to be contacted in regard to this Agreement's Terms and Conditions is:

Mr. Raymond J. Saleh
Program Management Specialist, Public Affairs Office
U.S. Consulate General, Jerusalem
[redacted]

6. Grantee's Points of Contact:

The **Recipient Administrator** to be contacted in regard to this Agreement's Terms and Conditions is

Mr. Samer Makhlouf
E-mail: [redacted]

7. Travel:

All Federal Government-financed international air transportation must be accomplished by U.S. Flag air carriers or U.S. code sharing to the extent that service by those carriers is available. Refer to the electronic Code of Federal Regulations as codified published in Title 41 CFR 301.10, "Public Contracts and Property Management, Transportation Expenses" to obtain entire Fly America Act regulatory guidance on following website address: www.gpoaccess.gov/cfr/index.html.

8. Branding and Marking Strategy

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As a condition of receipt of this assistance award, all materials produced pursuant to the award, including training materials, materials for recipients or materials to communicate or promote with foreign audiences a program, event, project, or some other activity under this agreement, including but not limited to invitations to events, press materials, event backdrops, podium signs, etc. must be marked appropriately with the standard U.S. flag in a size and prominence equal to (or greater than) any other logo or identity.
Sub-recipients and subsequent tier sub-award agreements are subject to the marking requirements and the recipient shall include a provision in the sub-recipient agreement indicating that the standard, rectangular U.S. flag is a requirement.
In the event the recipient does not comply with the marking requirements as established in the approved assistance agreement, the Grants Officer Representative and the Grants Officer must initiate corrective action.

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Embassy Tel Aviv Monitoring Activities
One Voice Israel, Grant # SIS70013GR143

Date	Purpose/Activity	USG Rep Who Attended	Location
10/15/2013	Meeting with Tal Harris and CEO Laura Talinovsky	GO, GOR	U.S. Embassy
10/28/2013	Financial planning meeting with Laura Talinovsky and Leonid Ostrovsky (Financial Operations Manager)	GS, GOR	U.S. Embassy
11/4/2013	Financial meeting, One Voice Israel Office	GOR, GS	Tel Aviv
11/6/2013	Meeting to discuss implementation plan and evaluation	GOR, GS	U.S. Embassy
11/6/2013	Event: Debate between MK Stav Shafir and Dani Dayan	GO, GOR, GS	Sapir College
11/22/2013	Event: Launch of One Voice Israel Campus Leadership Program	GO, GOR, GS	Tel Aviv University
12/11/2013	Event: Tzipi Livni address to students at Tel Aviv University	GO, GOR, GS	Tel Aviv University
12/17/2013	Meeting: Discussion of Benefits of Peace w/reps of US Embassy and EU Delegation	GO, GOR, POL Counselor	Jerusalem
1/16/2014	Financial meeting, One Voice Israel Office	GS	Tel Aviv
1/23/2014	Meeting: Senate Foreign Relations Committee Staff met with One Voice Israel Executive Director and staff	Embassy POL Officer	Tel Aviv
2/14/2014	Event: Observed workshop for One Voice activists with political consultants	GOR	Neve Shalom
2/20/2014	Event: Observed workshop for One Voice activists with 270 Solutions	GOR	Tel Aviv
3/24/2014	Event: Discussion on economic benefits of peace	GO, GOR	Tel Aviv University
3/25/2014	Meeting: Advance presentation of "Peace, It Also Pays Off" initiative	GO, GOR, GS	U.S. Embassy
5/13/2014	Meeting with One Voice Israel CEO and staff	GO, GOR, GS	U.S. Embassy
7/25/2014	Event: Observed strategic planning meeting of One Voice Israel leaders and activists during Operation Protective Edge	GOR, GS	Tel Aviv University
8/13/2014	Meeting with new One Voice Israel CEO Polly Bronstein	GO, GS	U.S. Embassy
9/22/2014	Meeting to discuss conference preparation	GO, GOR, GS	U.S. Embassy
10/6/2014	Event: One Voice hosted speaker Miri Eisen	GOR	Tel Aviv
11/13/2014	Event: Conference on the Economic Benefits of Peace	GO, GOR	Tel Aviv

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Message

From: John Lyndon [redacted]
Sent: 12/5/2013 8:11:00 AM
To: Samer Makhlouf [redacted]
CC: Josh Nerpel [redacted]; Payton Knopf [redacted]
Subject: Re: Follow up: Launch Events for OVP

Thanks Samer,

A couple of points:

- you really should have sent this to us sooner; certainly before your scheduled meeting with them in Jerusalem, so we could discuss. This isn't just OVP's relationship, its OVUS' too. There needs to be much more speedy comms of this stuff. I asked for the email on Tuesday and we got it on Thursday morning. There is no reason that I can understand for this delay, particularly as you had a USG meeting in the interim.

- whilst you know that I agree that we need to be able to talk about these issues in order to effectively campaign, please separate the points that Rachel is making about political language from the ones she's making about processes and communications. Those latter points are the same ones that we've been making to you. We, just like they (more so. We're in the same movement) don't want to get caught flat-footed by activities that and initiatives that haven't been discussed and planned. We spoke about this earlier this week, so let's make sure that from here on in, we in OV are communicating this stuff more quickly and fully, ahead of time.

- where are you at with the monitoring and evaluation data?

Thanks

John
OneVoice Europe
[redacted]

On 5 Dec 2013, at 06:54, "Samer Makhlouf" [redacted] wrote:
FYI

Samer Makhlouf
[redacted]

Begin forwarded message:

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From: "Leslie, Rachel D" <[redacted]
Date: December 3, 2013 at 9:06:26 AM GMT+2
To: "Samer Makhlouf [redacted]
Subject: Follow up: Launch Events for OVP
Hi Samer,

Thanks so much for calling today and following up about OVP's weekend events. From what you described, there were some very positive outcomes, such as OVP's Facebook "likes" skyrocketing to over 14,000.

I wanted to follow up as quickly as possible, because I wanted to see if it would be possible to meet Suzan and me **tomorrow** (Wednesday) in East Jerusalem at 2:00 p.m. at the Ambassador Hotel. Is this feasible for you?

I debriefed quickly with Suzan, primarily about the Friday launch event, and have some questions and concerns based on what Suzan and I discussed and the photos that I saw. I also thought it might be good – both now and in our meeting tomorrow (or later this week, if that's easier) – to reiterate a few of the specifics of the cooperative agreement.

From the photos that I saw, the HUGE banner was unfurled in a sort of agricultural area in Jericho, as discussed – somewhere between Areas B and C. Suzan said that there were about 200 youth participants from all over the West Bank, and it's great that OVP was able to encourage large numbers of Palestinian youth to participate.

The "messages" on the banners that I saw in the photos, though, were a bit concerning. What I saw showed banners proclaiming Jerusalem to be the holy capital of Palestine, calling for an end to settlements, declaring that Palestine is the "194th" state, calling for the freeing of all prisoners, etc. When we spoke – both the weekend before the November 29 launch event and today – you had indicated that there was one "problematic" message, but that you were going to take care of it, and that all of the other messages were in-line with what we discussed and agreed on.

This is not the case, however. You'll recall that you and I and you and the Consul General had very specific conversations about what the messaging would be, and the banners I saw did not align with these discussions. This is very disappointing, and it is problematic when grantees' actions do not align with either what they indicate they will do or with the cooperative agreement itself.

To be fair, I also saw messages in the photos that I thought were very positive-leaning, such as calling for support of the Palestinian leadership in negotiations, and that Palestinians deserve freedom and justice. My understanding from our initial meeting and subsequent conversations is that OVP is seeking to identify new, creative messaging that will – per the cooperative agreement – build Palestinian public support for negotiations, promote a peaceful end to the Israeli-Palestinian conflict via a two-state solution, etc. What I saw in the photos seemed to be more of a rallying point for the oft-heard rhetoric and protest language instead of the basis for a positive movement toward peace and negotiations. I know you mentioned needing "spices" to attract Palestinian audiences, but I hope that they won't ultimately overpower the main dish, so to speak.

It's early in the cooperative agreement with OVP, but I wanted to emphasize that the objective of the cooperative agreement is to creatively discuss with Palestinian audiences the reality of the current status quo among Israelis and Palestinians, as well as the possibility of statehood, responses to the ongoing peace negotiations, etc. Presumably we'll see more of this in future OVP events funded under the cooperative agreement. I'm looking forward to hearing more about the Bethlehem events. I wasn't sure what was happening in the photos you sent, but I'm curious to know what sort of outreach OVP was doing in Manger Square.

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A few logistical/administrative points:

- <!--[if !supportLists]--><!--[endif]-->With regard to the impromptu "town hall" with Dr. Saeb Erekat, is OVP planning on charging this against the cooperative agreement? Both this town hall and the Bethlehem event this past weekend caught us flat footed. As discussed, under the auspices of the cooperative agreement, the Consulate General has substantial involvement in this project, which includes consulting on and approving youth initiatives and other OVP activities BEFORE they happen.
- <!--[if !supportLists]--><!--[endif]-->OVP has indicated that it will provide the Consulate General feedback regarding its assessment of public attitudes, and an audio recording and a written summary from each roundtable, town hall, or other activity. If the town hall with Dr. Saeb Erekat falls within the auspices of the cooperative agreement, we kindly request that you provide the recording or summary.
- <!--[if !supportLists]--><!--[endif]-->Could you please provide initial baseline data from OVP's evaluation process to measure results, track changes in public attitudes, etc.? This will help in our own understanding of OVP's strategy in determining its activities and themes.
- <!--[if !supportLists]--><!--[endif]-->We are still awaiting notification from OVP that it requests exemption from the branding requirements listed in section "8" of the cooperative agreement. Could you please send this soonest? An e-mail with a justification will suffice.

Many thanks, Samer. I'm looking forward to continuing to work with you on this project; I know it's a learning process for everyone, and I appreciate your patience and understanding. Please do let me know about a possible meeting tomorrow, or later this week if it works better for you.

All the best,

Rachel

Rachel D. Leslie
Cultural Affairs Officer | American Consulate General in Jerusalem

This email is unclassified based on definitions provided in E.O. 12958.

This email is UNCLASSIFIED.

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Message

From: lauratonevoice[redacted]
on behalf of Laura Talinovsky OneVoice IL [redacted]
Sent: 6/4/2014 6:31:40 AM
To: John Lyndon [redacted]
CC: Elanit Green [redacted] Josh Nerpel [redacted]
Subject: Re: One Voice Israel - Financial Meeting - Q4 Plan and activities

Hi John,
I sent it out. As I agreed with the embassy we will present our final work plan after your visit. The paragraph included. About you comment regarding the Political Watchdog - they asked not to be involved in it, as they cannot take direct steps to influence the parliament of another country. They only want to hear limited reporting on this activity.

Laura Talinovsky
Executive Director, One Voice Israel

[redacted]

On Tue, Jun 3, 2014 at 4:22 PM, John Lyndon [redacted] wrote:

Did a cleaned up version of this get sent to Embassy?

From: John Lyndon
Sent: 02 June 2014 16:19
To: Elanit Green - OneVoice IL; [redacted]
Cc: 'Josh Nerpel'

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Subject: RE: One Voice Israel - Financial Meeting - Q4 Plan and activities

Thanks Elanit,

I've attached some small changes and comments.

Do we have some more definite content that we can use to pad it out a bit (local chapter meetings, THMs etc.? It seems a bit light)

It's important that it is restated to the Embassy that we are going to be producing a much more fully formed strategic document in the wake of the consultations we are having in the next two weeks in the region.

The attached doc is a brief synopsis of ideas—which we hope will be enough to ensure that we receive the remaining grant funds—but that we will be providing much more information very soon

John

From: Elanit Green - OneVoice IL [redacted]
Sent: 02 June 2014 16:04
To: [redacted]
Cc: 'Josh Nerpel'; John Lyndon
Subject: RE: One Voice Israel - Financial Meeting - Q4 Plan and activities

Attached is a draft for an OVI proposed outline for the fourth quarter.

Take into account this is only an outline of proposed ideas.

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Elanit

Best,

Elanit Green
Project Manager, One Voice Israel

[redacted]

ONE VOICE

From: John Lyndon[redacted]
Sent: Monday, June 02, 2014 16:02
To: [redacted]
Cc: Tal Harris; Marc Ginsberg; Josh Nerpel; Elanit Green; Adva V - OneVoice IL
Subject: RE: One Voice Israel - Financial Meeting - Q4 Plan and activities

What is in the "initial document" Laura? Please let us know what your plans are before something is submitted to Embassy

From: laura[redacted] **On Behalf Of** Laura Talinovsky - OneVoice IL
Sent: 02 June 2014 12:42
To: John Lyndon

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Cc: Tal Harris; Marc Ginsberg; Josh Nerpel; Elanit Green; Adva V - OneVoice IL
Subject: Re: One Voice Israel - Financial Meeting - Q4 Plan and activities

We are exploring it.
The problem is that the peace NGO forum are opposing it, as last year's event attracted small number of participants, especially young.
They don't won't to produce it this year. So we need to make a decision whether we want to produce it all by ourselves.

We'll have a meeting with the embassy towards the end of next week, to present our work plan for the 4th quarter.
Meanwhile we'll just send an initial document with our plans.

Laura Talinovsky
Executive Director, One Voice Israel

[redacted]

On Mon, Jun 2, 2014 at 2:07 PM, John Lyndon <[redacted] wrote:

I think that's a strong idea (particularly honouring Ron), and something that the Embassy would probably look favourably upon

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From: Tal Harris [redacted]
Sent: 31 May 2014 17:32
To: [redacted]
Cc: Marc Ginsberg; John Lyndon; Josh Nerpel; Elanit Green; Adva V OneVoice IL
Subject: Re: One Voice Israel - Financial Meeting - Q4 Plan and activities

Hi Laura,

I think we included the execution of the roundtables event in the last past of the grant. Summertime is the time to do it.

Perhaps we could do so this year in memory of Ron Pundak, and thereby unite the peace camp around the event. With the breakdown of negotiations and the unity government in palestine, hundreds of thousands of peace supporters in Israel (and internationally) are surely in disarray and confusion. Some are angry at Netanyahu, some at Lapid and Livni, others at Abbas or at Kerry, but worst of all many have no idea what to think.

I think a roundtables event that allows a wide public discussion on the way forward (third year in a row) is be the best we can do at a time when also we ourselves are struggling to figure out the next step.

I have ideas for particular partners, contents, and branding (although Sany Arazi and Roee could probably do better than me on that). We can talk whenever you like next week.

On May 31, 2014, at 4:18, Laura Talinovsky - OneVoice IL [redacted] wrote:

Dear all,
The embassy wants to see our plan for the 4th quarter of the grant.

Right now we have several events planned for the summer,
Such as the final half day seminar of the YLP that will take place in July 25th,

Launching of the first Political Watchdog report that will take place at the end of the summer session of the Knesset at Mid August.

Other events we started to plan:

- Alumni event for YLP senior activists

- Caucus meeting

- Strategy planning for the next YLP including the implementation of 270's recommendations.

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- Strategic planning for each regional chapter with the local activists

We set a meeting with our partners in the embassy for this Monday.

Please, let us know what other things you think we should present to them.

Laura Talinovsky
Executive Director, One Voice Israel
[redacted]

---------- Forwarded message ----------
From: **Werber, Veronique M** [redacted]
Date: Thu, May 29, 2014 at 10:29 AM
Subject: One Voice Israel - Financial Meeting - Q4 Plan and activities
To: "Laura T. - OV IL" <[redacted]> Leonid Ostrovsky <[redacted]>
Cc: "Dastin-van Rijn, Michele" <[redacted]> [redacted] <[redacted]>

Dear Laura and Leonid,

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Could you please let us know when a meeting can be arranged to discuss your Q4 anticipated activities and expenses. Currently, no expenses have been planned for the activities taking place July –Sept 2014. After the Q3 payment, you still have an available balance of $49, 818 and if your activities end at the end of June 2014, then the grant must be closed and funds must be de-obligated.

I am looking forward to meeting you soon.

Best Regards

Veronique Vasilov
Grants Specialist
[redacted]

<OVI budget report grant Q4 2014.xlsx>

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Message

From: Marc Ginsberg [redacted]
Sent: 9/30/2014 9:55:14 PM
To: Ratney, Michael A [redacted]
CC: Marc Ginsberg [redacted]
Subject: RE: Ginsberg
Attachments: Strategic Plan Framework 9-5-14 MCG.docx; Strategic Plan Framework_Sept122014.pdf

Michael,

I am attaching the strategy plan. The major amendment will be our retreat from undertaking a solo data mining expedition for the 1.5 million Israelis who are in our grassroots cross hairs. We will need to partner with others since it is a monumental undertaking with no assurance that it will succeed and would cost $900K to undertake...based on the advice I have received from the best data mining experts in Israel and the U.S.

Let me know what you think.

Marc

------ Original Message ------
Received: Tue, 30 Sep 2014 04:30:54 PM EDT
From: "Ratney, Michael A" [redacted]
To: Marc Ginsberg [redacted]
Subject: RE: Ginsberg

I'd love to take a look at the strategy. As for Abbas, public diplomacy has never been his strong suit, especially now when he is so exceedingly angry. Nahum Barnea wrote this in Yedioth today - I think it's quite incisive:

Goodbye to the Peace Process
Yedioth Ahronoth (p. 3) by Nahum Barnea -- The wall behind the speaker's podium in the UN General Assembly hall in New York is green, which is quite an unusual color for halls of this sort. One possibility that certainly should not be ruled out is that it is green with shame. The sheer number of lies that have been told in front of that wall by heads of state, each in his own language, each in his own style, defies the boundaries of chutzpa, defies the imagination. The people who delivered the speeches lied, as did the members of the delegations in the hall, who dignified the lies with applause.

PA Chairman Abu Mazen's speech was no exception. Among other things, he accused Israel of prosecuting a genocidal war in Gaza. He knows that that is a lie, but said it all the same, in hope that the lie might stick. Genocide is a term that shouldn't be bandied about frivolously. In diplomatic and legal terms, it is on par with a declaration of war.

In a certain sense, Lieberman is right: Abu Mazen isn't a partner. He hasn't been a partner since last February, when he made it clear to the American peace team that he had lost hope of reaching an agreement by means of negotiations. He had two options left to choose from. The first was to permit a resumption of terrorism; he rejected that option outright. The other was to launch a diplomatic attack on Israel by means of the UN institutions, despite the Americans' displeasure. That is what he is doing now.

This initiative has three objectives. The first is to try to coerce the Israeli government into accepting an arrangement that it doesn't want by means of international sanctions. The second, on the assumption that the first fails, is at the very least to punish Israel by weakening it in the international arena. The third is to prove to the Palestinian street that Hamas isn't the only one who is fighting Israel; he is fighting Israel as well, just by different means. This need became more powerful because of the fighting capabilities shown by Hamas throughout the operation in Gaza.

He intends to ask the UN Security Council to set a binding date for an agreement, and to establish in advance the outcome of that agreement-a Palestinian state within the 1967 lines with Jerusalem as its capital. If the US vetoes that motion, he will introduce the very same motion to the UN General Assembly. The motion will be non-binding, but it will give a boost to the calls to boycott Israel in western Europe. The next stop will be the International Criminal Court in The Hague. Abu Mazen promised the Americans not to take that road, but he is going to have a hard time stopping now that he has begun this campaign. That's what happens to someone who accuses his

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neighbor of committing genocide.

Abu Mazen is an affable man, on a personal level. But he is a bitter adversary of the policies of the current Israeli government and, actually, of most of the Israeli governments to have held power since 1967. The folks in the West Bank and Gaza are angry with him, but he is considered by the world to be a hero. The quiet that reined in the West Bank during Operation Brother's Keeper and Operation Protective Edge is remembered to his credit. That was his investment, and he is going to get his return.

The anxiety felt by the West over the new forms of Islamic terrorism, such as ISIS or Jabhat al-Nusra and others, does not necessarily work to Israel's advantage. Precisely when a Western-Arab coalition is being formed against the new enemies, there is increasing need to balance out the picture by means of extending [Western] assistance to an all-Arab, all-Muslim cause. Where can that balance be achieved? On the Israeli-Palestinian front. Similar activity was recorded on the eve of the American invasion of Iraq in 2003.

The Prime Minister's Bureau responded to Abu Mazen's speech by condemning it. Abu Mazen is slandering, lying, inciting. The working assumption was that this was a propaganda war: Abu Mazen will say that we're genocidal, racists and have instated apartheid, and we'll say that he is slandering and lying, and that will be the end of that. I'm afraid that they are mistaken. But they are not alone. The change that is unfolding in front of us at present is far more significant.

The process that has been commonly called the peace process, the Oslo process or the political negotiations is now being struck from the agenda. The gaps between the sides are too large; the internal forces that are opposed to concessions are too powerful; what we have left is a battleground between an Israeli government that wishes to perpetuate the status quo and a despairing Palestinian Authority that is fighting it, with mounting support from the world. That is a recipe for an explosion.

The validity of the Bar Ilan speech has expired. When Netanyahu addresses the UN on Monday about the two-state solution, no one except the members of the Israeli delegation is going to believe him. Even they probably won't believe him. Netanyahu needs Abu Mazen, if not as a real partner then at least as a fig leaf. His fig leaf is now gone. There is no one left to hide his bluff.

-----Original Message-----
From: Marc Ginsberg [redacted]
Sent: Tuesday, September 30, 2014 10:44 PM
To: Ratney, Michael A
Subject: RE: Ginsberg

Mike,

Yes, saw it. He and his advisers need to know that it went beyond the pale.

I am working so damn hard to prepare a major strategy directed at centrist Israelis and he is just fired a torpedo right into my plans. I have been at it for weeks, and am on the cusp of obtaining board approval. I have been quietly bouncing ideas off a lot of folks, including Martin in its preparation
since it involves so many Israeli and American political experts. Lousy luck,
and lousy timing for those of us who have perspective and a shared agenda. I don't expect much help from the USG it is final phase, but would you like to see a copy just for friendship sake? marc

------ Original Message ------
Received: Tue, 30 Sep 2014 03:10:41 PM EDT
From: "Ratney, Michael A" [redacted]
To: Marc Ginsberg <[redacted]
Subject: RE: Ginsberg

While I understood Abbas' frustration, we didn't understand his choice of vocabulary. I told Erekat today that for Cambodians or Rwandans or Jews, genocide has a very specific meaning, and throwing that word around lightly does a disservice to the Palestinian cause. Isn't the death of over 2000 Gazans bad enough - does Abbas have to mislabel it genocide? Isn't occupation

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bad enough - does he have to use a word like apartheid? I said I had attended
Abbas' speech earlier in the week at Cooper Union, and saw how well received it was; even if the message was at times angry, his words were clearly chosen carefully. The same couldn't be said for the UNGA speech, after which even sympathetic audiences were critical of Abbas' choice of words. You probably saw that we criticized the speech publicly.

-----Original Message-----
From: Marc Ginsberg [redacted]
Sent: Tuesday, September 30, 2014 10:00 PM
To: Ratney, Michael A
Subject: Ginsberg

Michael:

We seem to be going from bad to worse. Just when I thought no one can outdo Bibi for sheer Chutzpah, along comes Abbas at the UNGA and sinks to a level of
incendiary rhetoric that crushes Israeli centrist/leftist hope that he is the proverbial "One eyed king in the land of the blind."

I am preparing a personal letter to him as CEO of OneVoice expressing my "concern and regret" over his audacious choice of words and the unfortunate alienation his speech will prompt not only in Israel, but in the U.S. Sadly, if someone told him that tossing such flaming red meat to what essentially was
a Palestinian audience was going to rebuild his mediocre political standing...well, he needs a better group of advisers.

What was your reaction?

Marc

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[NAME OF PLAN]

A STRATEGIC PLAN TO MOBILIZE CENTRIST ISRAELI & PALESTINIAN VOTERS- 2014-2016

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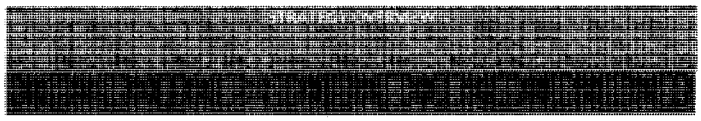

The OneVoice Movement has reached a crucial crossroad as a civil society organization promoting the two-state solution. For almost thirteen years, OneVoice has expended millions of dollars to achieve its mission via media campaigns, calls to action, major events, and creating positive facts on the ground in an attempt to convince Israelis and Palestinians to put an end to the decades' long conflict. The sad reality is, through no fault of OneVoice's many successful initiatives, Israelis and Palestinians are farther away from resolving their differences in recent memory

To OneVoice's donors, supporters, and major friends, exhaustion and frustration with the state of affairs in the Middle East may lead them to drastically reduce their support unless OneVoice formulates a bold strategic plan that has a reasonable chance of attaining a measurable impact on the parties in spite of the despair and anger that pervades the region. The decaying donor base we face is an acute challenge matched only by the loss of willpower by the parties to overcome their differences.

It bears stating the obvious: the breakdown of the Kerry-led negotiations, the kidnappings in the West Bank, the Hamas/Fatah unity government, the destructive impact of the Gaza conflict, the continued land confiscations, settlement construction, ongoing turmoil in the Middle East, and President Abbas' internationalization of the conflict have combined to erode faith and confidence that a viable two-state solution is foreseeably possible.

Consequently, time is running out for a negotiated two-state solution. The only option for OneVoice to affect a positive direction is to "force multiply" a change against the backdrop of these powerful anti-two state events and political realities.

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Based on these realities we believe there are three top-line options for OneVoice in the months ahead:

1. Continue on its present course of engaging in tactical, incremental campaigns and infrastructure capacity building in the hope that international pressure and domestic political realities in Israel and Palestine will shift in its favor, which may yield some new opportunity to ride the crest of these developments.
2. Commence a six-month winding down process of the Peaceworks Foundation reserving the possibility that it can be "de-mothballed" if necessary and appropriate at a later date.
3. Launch a major strategic campaign that could shift a key portion of the Israeli and Palestinian electorates in a direction that would marginalize the extremists on either side.

Of the available choices, OPTION #3 presents itself as one that is both bold and definable in the constant fluctuation assured in the overall political and diplomatic realities.

[redacted]

1. What external political realities will affect the strategy's goals?
2. Will adequate consumer and other demographic data enable the creation of a targeted data base of voters?
3. What calls to action and messaging will motivate Israelis and Palestinians to pledge support to the expedited negotiation of a two-state solution?
4. Is there an adequate donor base to sustain the campaign's expenditure requirements?

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[illegible]

The following plan envisions a fundamental realignment of OneVoice's goals and objectives away from its reputation as a youth-oriented civil society organization by becoming THE catalyst for dramatic political change. The campaign's fundamental objectives are:

1) Mobilize and influence the election-determining centrist component of the Israeli electorate which supports the two-state solution and has historically held the power to shift the political dynamic so it is more favorable to reaching a final-status agreement
2) Develop campaigns in Palestine to stem the erosion of support for the two-state solution, promote non-violence, marginalize Hamas, and support productive multilateral diplomatic initiatives by the PA to pressure the current Israeli government and future governments into entering expedited negotiations

We are prepared to take advantage of any other type of national opinion event in either Israel or Palestine in an effort to ensure that campaign execution is sufficiently flexible to affect such voter-related events.

ENOUGH IS ENOUGH CAMPAIGN IN ISRAEL AND PALESTINE

OneVoice recommends officially launching the "*Enough is Enough*" campaign simultaneously in the U.S., Europe, Israel, and Palestine in October 2014. This campaign will engage Israelis and Palestinians who have had enough of the political status quo.

This campaign's ultimate objective is to:

1) Mobilize center-left Israeli voters to encourage a significant increase in the percentage of voter turnout principally motivated to do so to end the conflict rather than for socio-economic objectives; and

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2) Persuade center/center right voters to consider voting for a coalition of center/left parties premised on a campaign entitled: Security = A Final Peace with the Palestinian Authority.

Based on 2013 national election independent poll and other polling data we have reviewed in preparation of this strategy, the so called "Center Left" has a credibility problem - Israelis don't trust it to lead the country. The bloc has not been able to unify around a common message, a common agenda, or a strong leader. Our aim is to strengthen the bloc, rather than any one party, in tandem weaken Netanyahu and his right wing partners. By creating a rationale for a change in direction, we can embolden the leaders of the Left to get their act together.

We will explore the use of language in furtherance of our initial research. Over the years, the term Center-Left has lost credibility in the eyes of moderate and right-leaning Israeli voters, who view the election losses of the Center-Left as the product of petty arguments and a lack of unity among their leaders. Last year's election only served to reaffirm this sad reality to the majority of voters (even those who voted with the Left). This environment requires us to find new language reflective of the current political milieu that both welcomes non-engaged voters and provides the Center Left with a fresh start.

Admittedly, we have insufficient empirical data at this time provide adequate assurances that the phrase "Enough is Enough" will resonate as a campaign title in English, Hebrew, and Arabic to marshal and energize donors, and resonate as a call to action to centrist Israelis and Palestinians. Nevertheless, as a brand for the campaign we believe the phrase represents an initial branding starting point to road test as a reasonable first option, with other options on the drawing board.

The goal of the campaign is ambitious in its mandate, complicated in its execution, and uncertain as to its outcome. Yet, it is the most politically realistic initiative ever undertaken to shift key constituencies in Israel and Palestine to support political

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leaders who PLEDGE to expedite all final status negotiations with a realistic timetable to achieve a two state solution.

Specifically in Israel, prior to the next national election, whenever it occurs, OneVoice will identify, educate and encourage 1.5 million centrist Israeli voters to pledge their votes to national political parties and leaders to elect an Israeli government that explicitly supports a negotiated two state solution with Palestine. These 1.5 million Israeli voters represent the core of centrist voters – at 25% of the total Israeli electorate of 6 million - whose votes control 26 swing Knesset seats.

No one knows who exactly these voters are – which represents the most vexing data sourcing! challenge that must be overcome to execute the strategy. Unlike the U.S. and other democracies Israeli law does not permit public access to voter rolls. We are consulting with data sourcing experts in the U.S. and in Israel to assess the feasibility of achieving this unprecedented goal. We now know that there are market research consumer lists, Israeli advertising target lists, telephone land line lists, web-based lists and subscription lists that are accessible and amenable to sophisticated modeling. However, until we develop a reasonable certainty that a target list of centrist Israelis is achievable, the subsequent phases of the campaign's strategy will not be triggered.

STRATEGIC GOAL OF THE ENOUGH ENOUGH CAMPAIGN

End the occupation and the violence and achieve a negotiated two-state solution (TSS) where Palestine and Israel mutually recognize each other's final frontiers and co-exist in peace with dignity, respect, security, freedom, and equality for all their citizens.

KEY CROSS-BORDER OBJECTIVES CONSTITUTING THE CAMPAIGN

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1) Strengthen moderate political representatives and weaken extremist political representatives by pushing them to show leadership in order to resolve the conflict, or cause a change of government that will yield such leadership.
2) Build a movement of moderates unprecedented in size, visibility, strength, and influence which can propel moderate political leaders.
3) Develop a media strategy to attract high level media attention for the strategic goals.

SPECIFIC SMALL TACTICAL OBJECTIVES

If Option #3 is endorsed by the leadership of OneVoice, the staff is acutely aware that it must be seen as an Israeli enterprise: MANAGED AND IMPLEMENTED not from foreign shores, but as an indigenous operation.

The key objectives of the strategic plan are as follows:

1) Develop the messaging and communications plans to shock centrist Israelis out of their general apathy, who are largely disengaged from politicals due to their resentment over the growing role of the far right and the ultra-orthodox.
2) Shift support within the Knesset from a Likud-centric coalition to a center-left coalition through public education and grassroots mobilization initiatives.
3) Counter the settlement enterprise and marginalize the settler movement.
4) Mobilize further Knesset membership for the Caucus for Ending the Israeli-Arab Conflict, launched in partnership with OV.
5) Convince targeted Israeli voters there is a moderate, secular, trustworthy Palestinian partner with whom to conclude a final status agreement.
6) Create coalitions with business leaders and other organizations to support these goals.
7) Convince israelis that there are practical compromises on all final status issues.

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SPECIFIC PALESTINIAN TACTICAL OBJECTIVES

As above, it is essential that strategic implementation of the plan is strategically and operationally managed by Palestinians and not by European or American offices or staff.

1) Support Palestinian authority policies and diplomatic initiatives that promote a negotiated TSS and non-violence.
2) Execute grassroots and media campaigns to support Abu Mazen as a reasonable partner for peace with Israel
3) Support the Palestinian Authority's multi-lateral diplomatic initiatives; provided they do not ultimately harm prospects for a negotiated TSS and do not undermine the strategic goals of the campaign inside Israel.
4) Mobilize as much international support possible to support the reconstruction of a Gaza under PA control.

ELEMENTS OF THE PLAN

As will be noted below, much of organizational staffing and programs are focused on the extraordinary task of mobilizing 1.5 million centrist Israelis because there is likely to be within the next two years and actual national election. The same does not hold true for Palestine, at least for the foreseeable future.

However, as we ramp up in Palestine, many of the same staffing and campaign investments will be required. For brevity's sake, the Israeli strategy plan's staffing and program goals WILL NOT be replicated in the Palestinian section, but in the budget, funding is set aside for ramping up the requisite staffing and organizational programs in Palestine.

ISRAEL

DEFINE A PATH TO SUCCESS VIA ACQUISITION OF DATA

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Given the absence of voter rolls, the campaign must find the means to identify the targeted universe of voters to educate and mobilize them to solicit some form of a written or oral PLEDGE to vote for political parties and candidates who support the strategic goals of the campaign. Although we know the targeted 1.5 million Israeli voters likely voted for either Yesh Atid, Hatnuah, or Kadima, they are "invisible" voters. In other words, they cannot be targeted based on traditional methods in other democracies because their names are unknown to Israelis under Israeli law (ironically, the same does not hold true in Palestine). THIS IS REPRESENTS PHASE 1 OF THE CAMPAIGN'S GOALS AND OBJECTIVES. We intend to partner with several organizations that are already utilizing Israeli consumer data and social media information to create a centrist voter list that will serve as the foundation for the Israeli strategy. We will use the following data collection methods, as well:

- Demographic data
- Memberships in Israeli organizations
- Professional lists
- Car ownership
- Geographic income divisions

CONSTRUCT AND SCALE A GRASSROOTS TEAM TO IMPLEMENT THE STRATEGY
Whether in the U.S., Europe or, Israel, it is an axiom of political campaigns that the more personal the method of contact – the more effective in moving a voter to vote in the desired direction. While a precise Israeli voter universe is being defined, we know the approximate voter universe targeted represents 1.5 million Israelis, who will have to be the subject of consistent outreach on a personal level incorporating:

- Face-to-face conversations
- Phone calls
- Emails
- Social media outreach
- Opinion elite mobilization

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- Business and affinity organization mobilization
- Earned and unearned media
- Targeted messaging by Israeli and American influencers

To achieve this major level of personal voter engagement will require assembling a major organization of Israeli volunteers to implement the grassroots component of the campaign.

The task of building an organization of volunteers of the required magnitude (a universal rule of thumb would require recruitment of 1 volunteer per 1000 voters = 1,500 dedicated, fully engaged, trained and regionally dispersed volunteers), well before any hint of an impending national election or referendum.

Recruitment, training, and deploying this small army of dedicated volunteers require an internal recruitment campaign of like-minded Israelis who will have the time, dedication, and determination to fulfill the metrics of the campaign's strategic goals.

RECRUIT FORMER PRESIDENT PERES TO SERVE AS HONORARY CHAIR

Mobilizing volunteers requires the leadership and encouragement of well respected Israeli leaders, such as former President Shimon Peres. We have tentatively engaged with Amb. Martin Indyk to facilitate a meeting with Mr. Peres to explore Whether President Peres would be interested in having a leadership role in the campaign. Any Peres role would also depend on whether his association with the campaign would have a positive or negative impact on the targeted centrist Israeli voters.

In addition we are planning to enlist the support of the Knesset Peace Caucus and influential members of the OVI board of directors to help identify and enlist volunteers.

This volunteer recruitment campaign by OVI and OVP is well underway.

DEVELOP CORE MOTIVATING CALLS TO ACTION

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Concurrent with the foregoing efforts, our plan requires early development of core messaging and calls to action by staging and refining throughout the campaign focus group input composed of targeted voters. We have begun assembling existing, reputable polling data to jump-start this effort to assemble a matrix of messages and calls to action to road test through each stage of the campaign.

VOTER EDUCATION: THE "TEN PILLARS" OF A TWO STATE SOLUTION COMPROMSE

While we do not have data to substantiate this, it is our assumption that targeted voters in Israel and centrists in Palestine have rarely been presented with practical solutions to the most vexing Final Status challenges. There exists a whole body of reasonable and practical ideas to transform what are perceived to be unsolvable hurdles into reasonable compromises. Several years ago, OneVoice drafted with the assistance of experts the so-called TEN PILLARS of final status compromise.

These practical compromises will be dusted off, reviewed, and packaged into educational material distributed directly and indirectly to targeted voters in both Israel and Palestine.

CONDUCT OPINION RESEARCH

Messaging and calls to action to ordinarily unmotivated centrist voters cannot be created by hunch, instinct or educated guess. The former provide starting points, but do not necessarily determine the crucial message that will prompt targeted voters to commit to a pledge.

Jim Gerstein, one of the most respected public opinion researchers in the U.S. is prepared to join the strategic team, along with the staff of 270 Strategies. Jim's background as a leading Israeli political pollster is attached as ANNEX 1. Jim has led several recent public opinion research projects for the Jerusalem-based Molad Center, a think tank concentrating on political and economic issues and committed to the revitalization of the Israeli center-left.

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FOCUS GROUPS: Under his direction, and working with his Israeli-based staff, several focus groups will be conducted of centrist Israelis living primarily in the Tel Aviv metropolitan area (the stronghold of Kadima/Hatnuah/Yesh Atid voters.

RECRUIT STRATEGIC CAMPAIGN STAFF

It is essential to the success of the strategy that both OVI and OVP have the expertise and staff supports to sustain the campaign throughout each one of its stages. The MINIMUM personnel resources required are as follows (whether new hires are needed will depend on the availability of existing staff to fill these positions):

- Israeli Campaign Manager: Guides and manages all ongoing campaign objectives.
- Organizing Director: Manages the grassroots organizing team; establishes metrics and tracks metric progress for grassroots teams; develops neighborhood strategies and manages grassroots capacity building
- Regional Directors: Will manage field program and organizers in their region, train, coach and customize localized voter outreach.
- Field Organizers: Will mobilize supporters; recruit, train and manage activists and stakeholders.
- Alumni Outreach Director: Responsible for reactivating leaders and supporters.
- Communications Director: Will manage press and communications programs.
- Educational Materials Director: Will develop distribution and preparation of briefing materials for staff, organizers and supporters.
- Political Director: Chief liaison to MKs and other political leaders; and manage the Political Watchdog operations in the Knesset.
- Data Director: Develops and manages the entire data program to ensure data integrity, track metrics and measure the success of grassroots efforts.
- Data and analytics team
- Social and digital media team to amplify the core messaging, calls to action, and facilitate and motivate consistent donor support.
- Team of volunteer recruiters and managers to recruit, train and empower volunteers
- Media and stakeholder relations managers

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- Budget and financial management staff

Building up the ranks of volunteers and supporters is JOB #1 (i.e., CAPACITY BUILDING)

The following grassroots activities will be undertaken to commence this goal:

INTERNATIONAL STAFF NEEDS

+ Deputy Communications Director (depends on Payton's future status)
+ International Data Director
+ International Digital Director
+ Additional fundraising support staff

GRASSROOTS INITIATIVES

Volunteer and support recruitment is the hard core challenge of the strategy. But it is an essential precursor to the plan's success, because it enables capacity building, more effective voter persuasion, and Get-Out-The-Voter support.

- YOUR VOICE CARDS: OneVoice Israel will collect these cards at all events on a ladder of engagement.
- HOUSE MEETINGS, SHABBAT DINNERS, "PEACE AT THE BAR" gatherings and other similar recruitment forums.
- PERSONAL STORIES: OneVoice will collect stories of like-minded voters to demonstrate the broad and diverse reasons for supporting a two state solution through a robust social media campaign.
- SOCIAL EVENTS HOSTED BY PROMINENT ISRAELIS AND OTHERS (such as Shimon Peres, etc.).
- TRAINING PROGRAMS: will be created to equip supporters and activists with the skills and knowledge needed to achieve the plan's goals.

VOTER "PERSUASION" PROGRAMS

At the grassroots level there will TWO principal voter persuasion programs:

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1. Outreach to a stakeholder mapped list of influencing elites, with clear calls to action, providing opportunities for supporters and activists to communicate their priorities directly to Knesset members... through the use of:
   - Phone calls
   - Letters
   - Emails
   - Tweets & FaceBook postings
   - Faxes

   PLUS High visibility events, such as rallies and organized visits with stakeholders.

2. Soliciting firm voter pledges.

   The campaign will make every effort to obtain from centrist voters firm pledges in writing to support candidates and political parties who support the campaign's goal. This will be accomplished through:

   - Face-to-face voter canvassing
   - Phone calls
   - Commit to vote cards
   - Petitions

DIGITAL & SOCIAL MEDIA

The plan calls for constructing several digital media platforms to grow an email list of no less than 500,000 supporters. To achieve this goal will require an ambitious budget for PAID ADS, as well.

The plan will also utilize the "WHATSAPP" platform program to amplify other digital communications and engagements initiatives. The plan will utilize the app to persuade mobile uses to sign on line pledges, RSVP to events, enlist as volunteers,

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and opt in to receive messages. We will be able to deliver text, photo, and video content through this app platform and also link to other online apps.

PAID MEDIA & COMMUNICATIONS

The campaign budget includes a significant investment in paid media, including television, radio and digital ads; SMS/other mobile strategies; and earned media. Billboard, newspaper and other forms of paid media might be included, depending on the connectivity with targeted voters.

PART B: THE CAMPAIGN "SCIENCE" COMPONENTS

METRICS, DATA AND REPORTING

Objective: To set clear goals for each program and campaign and institute a system to track metrics to determine success.

One of main objectives of the new OneVoice grassroots organizing program is the importance of effective data collection, which allows the organizing staff to track progress and set goals more efficiently. By collecting the right metrics, OV staff can better target, measure, monitor, and manage their work.

OneVoice intends to invest in staff and systems dedicated to data collection and management in the coming year. In the interim, the International Organizing Director and the 270 Strategies team will be focusing on working with both OVI and OVP to set objectives for what data to collect, measure, analyze and how best to do so.

The benefits of accurate data collection and effective and efficient management of the data are tremendous. Organizers will be able to track individuals through the ladders of engagement from supporter to volunteer leader, organizers can determine the best

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asks for the people they are talking to, and determine the best candidates for leadership positions. Mobilization metrics allow staff to evaluate where and when OneVoice is having an impact, and where more work needs to be done. By building our lists and creating and implementing an organizational model that empowers volunteer leadership to expand our capacity, we can ensure that we can mobilize our supporters when we need them.

Potential metrics for tracking leadership development progress that can be used in place of any of the above are:

- *# Activist Prospects Identified*
- *# Activist Prospects Tested*
- *# Activists Confirmed*
- *# Chapter Coordinator Prospects Identified*
- *# Chapter Coordinator Prospects Tested*
- *# Chapter Coordinators Confirmed*

IMPORTANCE OF MOBILIZATION VS. EDUCATION

Objective: Understanding the importance of mobilization vs. education.

While capacity building focuses on building the size and skill of the organization, mobilization campaigns would demonstrate OneVoice's impact by driving the public narrative through earned media and persuasion of MKs and public figures who will amplify our message.

A shift in focus and resources towards mobilization programs and tactics vs. simply education campaigns and tactics is necessary in order to direct the organizational strength assembled through our capacity building programs to achieve the overall strategic goals outlined in the plan's overview.

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Capacity building programs and mobilization programs will run concurrently and impact one another – as capacity building continues on an exponentially upward curve, it allows for more action-based programs, which in turn leads to greater recruitment.

BUDGET

The proposed budget to implement the strategy in Israel and Palestine is based on the following milestones:

PHASE 1 – MESSAGE DEVELOPMENT & DATA MINING AND MODELING

COMMUNICATIONS DEVELOPMENT:

Commencing October 1, engage Israeli/American team to form proposed messaging and communications calls to action and convene focus groups.

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Budget Detail

Category	Line Item	2014	2015	2016	2014-16 Total
Staff Salary	Campaign Manager	$ 18,750	$ 75,000	$ 56,250	$ 150,000
Staff Salary	OVI Organizing Director	$ 16,500	$ 66,000	$ 49,500	$ 132,000
Staff Salary	OVI Digital Director	$ 16,500	$ 66,000	$ 49,500	$ 132,000
Staff Salary	OVI Data Director	$ 16,500	$ 66,000	$ 49,500	$ 132,000
Staff Salary	OVI Political Director	$ 16,500	$ 66,000	$ 49,500	$ 132,000
Staff Salary	OVI Deputy Digital Director	$ 18,750	$ 75,000	$ 56,250	$ 150,000
Staff Salary	OVI Deputy Data Director	$ 11,250	$ 45,000	$ 33,750	$ 90,000
Staff Salary	Social Media Director	$ 10,000	$ 40,000	$ 30,000	$ 80,000
Staff Salary	Designer	$ 10,000	$ 40,000	$ 30,000	$ 80,000
Staff Salary	Videographer	$ 10,000	$ 40,000	$ 30,000	$ 80,000
Staff Salary	Organizing Regional Directors	$ 24,000	$ 393,000	$ 124,000	$ 541,000
Staff Salary	Data Regional Directors	$ 20,000	$ 170,000	$ 90,000	$ 280,000
Staff Salary	Organizers	$ 31,250	$ 1,770,833	$ 1,875,000	$ 3,677,083
Staff Salary	***Subtotal***	*$ 220,000*	*$ 2,882,833*	*$ 2,733,250*	*$ 5,836,082*
Taxes + Benefits	Payroll Tax	$ 22,000	$ 286,283	$ 272,325	$ 580,608
Taxes + Benefits	Health Care	$ -	$ -		$ -
Taxes + Benefits	***Subtotal***	*$ 22,000*	*$ 286,283*	*$ 272,325*	*$ 580,608*
Equipment	Staff Computers	$ 33,000	$ 92,000	$ -	$ 125,000
Equipment	Digital Equipment	$ 25,000	$ -	$ -	$ 25,000
Equipment	Staff Phones - Hardware	$ 3,300	$ 9,200	$ -	$ 12,500
Equipment	Staff Phones - Monthly	$ 2,950	$ 56,850	$ 56,250	$ 116,050
Equipment	Volunteer Computers	$ 9,000	$ 27,000	$ -	$ 36,000
Equipment	Volunteer Phones - Hardware	$ 3,000	$ 17,000	$ -	$ 20,000
Equipment	Volunteer Phones - Monthly	$ 1,200	$ 68,000	$ 72,000	$ 141,200
Equipment	***Subtotal***	*$ 77,450*	*$ 270,050*	*$ 128,250*	*$ 475,750*
Rent	Field Offices	$ 3,540	$ 87,792	$ 76,464	$ 167,796
Rent	***Subtotal***	*$ 3,540*	*$ 87,792*	*$ 76,464*	*$ 167,796*
Office Expenses	Office Startup Costs	$ 4,500	$ 13,500	$ -	$ 18,000
Office Expenses	Internet	$ 1,000	$ 24,800	$ 21,600	$ 47,400
Office Expenses	Utilities	$ 1,150	$ 28,520	$ 24,840	$ 54,510
Office Expenses	***Subtotal***	*$ 6,650*	*$ 66,820*	*$ 46,440*	*$ 119,910*
Program	Literature	$ 29,000	$ 1,017,000	$ 1,035,000	$ 2,081,000
Program	Supplies	$ 4,350	$ 152,550	$ 155,250	$ 312,150
Program	Robocalls	$ 50,000	$ -	$ -	$ 50,000
Program	Events	$ 22,000	$ 138,000	$ 168,000	$ 328,000
Program	Telefownhalls	$ -	$ 15,000	$ 15,000	$ 30,000
Program	***Subtotal***	*$ 105,350*	*$ 1,322,550*	*$ 1,373,250*	*$ 2,801,150*
Data	Data File	$ 250,000	$ -	$ -	$ 250,000
Data	Initial Model and IDs	$ 100,000	$ -	$ -	$ 100,000
Data	Model Updates	$ -	$ 20,000	$ 20,000	$ 40,000
Data	National Survey	$ 53,500	$ 160,500	$ 107,000	$ 321,000
Data	Ad Testing	$ 35,000	$ 105,000	$ 70,000	$ 210,000
Data	Focus Groups	$ 38,500	$ 154,000	$ 115,500	$ 308,000
Data	***Subtotal***	*$ 477,000*	*$ 439,500*	*$ 312,500*	*$ 1,229,000*
Website	Campaign Website Design	$ 60,000	$ -	$ -	$ 60,000
Website	Tools Fee	$ 750	$ 3,000	$ 2,250	$ 6,000
Website	***Subtotal***	*$ 60,750*	*$ 3,000*	*$ 2,250*	*$ 66,000*
Media	TV, Radio, Digital	$ -	$ 4,199,994	$ 4,199,994	$ 8,399,988
Media	Mail	$ -	$ 2,025,000	$ 2,025,000	$ 4,050,000
Media	***Subtotal***	*$ -*	*$ 6,224,994*	*$ 6,224,994*	*$ 12,449,988*
Fundraising	Fundraising costs	$ -	$ -	$ -	$ -
Fundraising	***Subtotal***	*$ -*	*$ -*	*$ -*	*$ -*
Consulting	GMA	$ 10,000	$ 20,000	$ 10,000	$ 40,000
Consulting	270 Strategies Data & Analytics	$ 18,750	$ 86,250	$ 67,500	$ 172,500
Consulting	270 Strategies Digital	$ 18,750	$ 86,250	$ 67,500	$ 172,500
Consulting	270 Strategies Tech				

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THE ONEVOICE MOVEMENT FOUNDATION

A THREE-PHASE STRATEGIC PLAN TO ACHIEVE TWO STATES

October 2014

THE ONEVOICE MISSION

The OneVoice Movement (ONEVOICE) was founded in 2002 with the goal of mobilizing popular Palestinian and Israeli support to encourage their leaders to negotiate a two state solution as the only reasonable and durable path toward resolving the Arab-Israeli conflict. Our mission is to educate, mobilize, and empower moderate Israelis and Palestinians to achieve this objective and reduce the influence of extremists who oppose the objectives of our mission. It is the only NGO which successfully operates to achieve this objective on both sides of the Palestinian-Israeli divide. The Foundation maintains offices in Tel Aviv, Ramallah, New York, London and Washington, D.C. Due to our many initiatives in the twelve years we have been operating over 740,000 people worldwide have pledged to support our mission by volunteering, donating funds, and participating in ONEVOICE activities. Since our founding we have trained over 10,000 young adults through our award-winning Leadership Program, uniquely working in parallel in Palestine and Israel.

This past summer's violence in Gaza, wide-spread destruction, and loss of human life has left deep scars on both sides. Although more than half of Israelis and Palestinians still express support for a negotiated two-state solution[1], it is increasingly being seen as unattainable. Countering this despair requires us to redouble our efforts at this crucial time. Prompted by the evaporating support for a two state solution ONEVOICE is launching this new Strategic Plan for two states.

KEY STRATEGIC GOALS

In order to halt this downward spiral, a bold new strategy is vital. This strategy must deploy best-in-class organizing skills, cutting edge social media techniques, and a significant new, well-trained and well-organized network of volunteer activists working in parallel in Israel and Palestine to create a fresh political dynamic that will reverse this toxic status quo.

The last Israeli elections were the first in Israel's history to push domestic and social issues front and center over addressing and resolving conflict. This was due to the combination of economic issues, and unrelenting, well-financed pressure from settler organizations and their Israeli political patrons dedicated to expanding settlements and preventing any meaningful compromise.

In Israel, the principle goal of the strategy is to do whatever is possible to make sure that the next Israeli national election is focused on expeditiously resolving the conflict. That requires us to focus our energies on the 1.5 million centrist Israeli voters who historically have held the balance of power in a coalition government. Our strategy will enable us to develop the capacity, visibility, organizing skills, and communications expertise to make sure this key constituency is motivated and effectively mobilized to place swiftly resolving the Palestinian-Israeli conflict as THE PRINCIPAL ISSUE. Such change is possible if the election-determining Israeli center is compelled to act, demanding a renewed focus by the candidates on this matter.

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Similarly, this summer witnessed new lows in Palestinian support for a two-state solution. Any plan that seeks to shift the status quo in Israel must be coupled by an ambitious plan in Palestine that prepares the ground for the compromises necessitated by the two-station solution.

No other NGO has the experience, talent, and reputation to breathe new hope into a negotiated settlement. However, given the magnitude of the challenge before us, ONEVOICE is also planning to forge an ad-hoc coalition of global and regional organizations to join us in this initiative. An essential element of Phase 1 is to build the very coalition of like-minded organizations that have traditionally avoided pooling resources and strategies in the past. We have commenced this goal already, and ONEVOICE will seek the support of international and global leaders to help achieve this objective. Cross-organizational collaboration and inclusiveness will be our compass!

HOW WILL ONEVOICE ACHIEVE THESE GOALS?

We are pivoting away from our traditional focus on strictly youth-oriented grassroots activities and have assembled a talented new team of political and communications experts to target those Israeli electoral districts where the majority of centrist Israelis reside. Our objective is to identify these Israelis, educate them on the feasibility of core issue solutions, introduce them to the thousands of moderate Palestinians via a novel media and communications campaign, and develop campaign-style advocacy calls to action to enlist their support in opposing the status quo.

In Palestine, with the absence of a foreseeable election, we will undertake initiatives to pressure Palestinian and Israeli leadership into meaningful negotiations while encouraging them to avoid taking steps that would impair a negotiated two-state solution. We will target seven "swing" communities wherein we will restore hope and trust in the two-state solution by loudly opposing violence while working toward negotiations or future elections. While much of our initiative will be in the West Bank, we intend to re-open our Gaza office which was forced to close last summer during Operation Protective Edge. With the Palestinian Authority assuming more administrative control of Gaza, our strategy must take into account these new realities and the necessity of reintroducing Gaza's citizens to the value of a two-state solution.

On both sides we will amplify our work with a communications plan that demonstrates to Israelis and Palestinians the existence of a viable, trustworthy partner.

PHASE I: BUILDING CAPACITY WITH DATA-INFORMED OUTREACH, EDUCATION, & ADVOCACY

We have retained President Obama's former presidential campaign field organizing staff, 270 Strategies. Widely credited with revolutionizing grassroots organizing by deploying sophisticated social media campaigns and voter education programs, 270 Strategies has been quietly working with our Israeli and Palestinian staff for over a year to lay the groundwork for this new strategy. We have also recruited a team of Israeli and Palestinian communications and advertising experts, as well as public opinion research talent, to fine-tune and update our messaging and calls to action. In both Israel and Palestine, we have begun transforming these campaign techniques to apply to unique Israeli and Palestinian needs – thus ensuring that the emerging plans are tailored to the political dynamics, realities and cultural sensitivities on the ground.

Our objective in both Israel and Palestine is to "think nationally; act locally." Newly-hired Regional Coordinators are being trained to effectively use their local networks and expertise to undertake targeted grassroots tactics, enabling them to efficiently reach out to large swathes of people in their communities. In Israel, we are relying on comprehensive, available data to identify citizens who are receptive to and have voted for progressive parties and candidates, particularly off-the-shelf data from the Israel Election Commission geographically establishing political party strengths and weaknesses.

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These moderate citizens from diverse backgrounds and all ages consistently express a desire to resolve the conflict. They represent the ideal profile of the type of person most amenable to sustained approach for ONEVOICE activists who are ready to become assertive advocates for the two-state solution. We project the participation of over 20,000 supporters throughout the region in Phases I and II.

Cognizant that we will need to develop effective "calls to action" that will need to be updated and regularly assessed given the targeted audience, we will be relying on our expanded teams in Israel and Palestine, along with our coalition partners, to consecutively and strategically roll out these mobilization efforts.

PHASE II: TARGETED LOCALIZED ORGANIZING & MOBILIZATION WITH CALLS TO ACTION

New grassroots and media campaigns have already been launched around well-timed calls to action under the initial Phase I goals. Increased capacities under Phase I will allow us to focus our energies into community/neighborhood areas that statistically contain a majority of centrist Palestinians and Israelis. Our aim is to hit critical mass (i.e. a sufficient tactical campaign with an adequate volunteer network) by July 2015.

- ONEVOICE Israel will rely on research, demographic data, and carefully crafted media campaigns to recruit over 50 field organizers and a minimum of 3,000 well-trained volunteers. In anticipation of scheduled 2017 elections (or sooner), these organizers will work with our core staff team in Israel to unveil the multi-tiered outreach program of education, advocacy, and mobilization under this new objective.

- ONEVOICE Palestine's staff organizers will engage up to 9,000 volunteer activists in seven communities where locally-focused activities engage greater numbers of people who become advocates for non-violence and the two-state solution. As we build our cadre of skilled volunteers, we aim to become the single-largest youth movement in the West Bank, committed to unity, one flag, and one voice in support of the two-state solution.

PHASE III: MEDIA AND MOBILIZATION

Phase III will be activated in response to the external political realities around which our grassroots network can help frame the debate and shift public perception ahead of elections in Israel (and in Palestine, if applicable). In Israel, we will be ready to begin implementing Phase III whether national elections are held in 2017 or 2016.

In Israel, we will launch a far-reaching paid and earned media education and voter mobilization campaign, building on Phase II's outreach to Israelis who pledge to vote for parties who commit to the two-state solution. This extensive communications and advertising campaign budget would constitute the most significant advocacy and educational media saturations of its kind ever undertaken in Israel and Palestine.

PLEASE NOTE: *We will not directly support individual candidates or political parties in Israel or in Palestine.* Rather, Phase III will largely be devoted to major communications and advertising initiatives primarily focused on Israel while including the necessary media and communications efforts in Palestine, in addition to new media initiatives to reintroduce moderate Palestinians to Israelis.

In Palestine, with the absence of a projected election calendar at this time, we will continue our efforts in the West Bank, re-open our office in Gaza which we were compelled to close when hostilities commenced, and mobilize citizens to pressure leaders to urgently seek a two-state solution. This will build additional capacity, momentum, and strength in anticipation of future elections in Palestine.

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[redacted]

WE NEED YOUR HELP NOW TO MAKE THIS STRATEGY A SUCCESS & RESTORE HOPE FOR PEACE & SECURITY FOR ISRAELIS AND PALESTINIANS

The need for a bold strategy has never been greater; the adversaries of a just and lasting peace are well organized and well-funded. We are ready to build on more than a decade of success by expanding our reach and engaging the majority of Israelis and Palestinians who want peace, but whose voices have been muted by extremists and leaders who have exacerbated the conflict.

Attached is a more comprehensive overview of our current programming and the following documents:

1. The projected budget for base operating expenses in 2015; Phases I & II (2015) and the Phase III (2016) mobilization and communications budget.
2. A budget narrative explaining the projected expenditures on each phase of the campaign.
3. A list of currently planned interim campaigns and activities in Israel and Palestine during Phase I and Phase II.
4. A fundraising plan for calendar year 2015.

Please join us and make an investment in a peaceful future for Israelis and Palestinians! This fall, the Skoll Crowdrise Challenge offers a special matching gift opportunity that leverages the impact of your contribution to ONEVOICE. Your important support will fund the crucial efforts of our team who work tirelessly for two states.

As we help raise the voices of moderate Israelis and Palestinians across the region, we hope you will add your voice to theirs, joining our Youth Leaders, our dedicated donors, and our leadership. We would be pleased to share with you more details about our new strategy.

To make a generous gift to ONEVOICE and stand with us for two secure states, please visit us at www.onevoicemovement.org

To find out more about ONEVOICE, contact

Elizabeth Levi, Global Director of Development in our New York offices a [redacted]

Or

John Lyndon, Executive Director for ONEVOICE Europe in our London offices a [redacted]

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ATTACHMENT #2

STRATEGY PLAN BUDGET NARRATIVE

The budget outlines costs pertaining to the requested funding described in the Strategic Plan and covers fiscal years 2015[2] and 2016.

The time period of phases will ultimately be dictated by the elections and is presently projected as follows:

Phases I and II will span calendar year 2015; Phase III has been developed to be implemented over a period of eight months leading up to elections in Israel. With the fluidity of the Israeli election cycle, we are currently not setting a fixed date on implementation but are operating under the assumption that elections are likely to happen in 2016. This correspondingly holds true for our efforts in Palestine, which are also dependent on external political circumstances and therefore dictate flexibility.

We project the implementation of Phase I, II & III will require **$22,234,556.** Below, is a breakdown of subtotals of the expenses that will be necessary to successfully implement the three phases of the Strategy Plan:

A: ***STAFFING, OPERATING & FUNDRAISING***

Strategy Plan Phase I & II Proposed Budget 2015: $4,850,692

Strategy Plan Phase III Proposed Budget 2016..... $4,810,196

SUBTOTAL.....$9,660,888

STAFFING

Base budget staffing expenses for 2015 are predicated on minimal staff expansion from the current 2014 staffing structure. In contrast, the Phase I and Phase II expanded operating budgets takes into account an exponential growth in staff to allow the organization to achieve its numerical objectives. 100% of staff-time in all offices will be allocated to this strategy, with a cumulative cost for Phases I, II, and III of **$7,926,930.** This line item takes into account both staff salary and fringe benefits.

OPERATING

Operating expenses are assessed on overhead costs across all offices (ONEVOICE US, ONEVOICE Europe, ONEVOICE Israel, ONEVOICE Palestine, and ONEVOICE Gaza). This comprises line items such as postage and shipping, transportation, office rent, legal and accounting, insurance, administrative costs, security, office and digital equipment, media and communications, and utilities. These costs increase proportionally to the expanded efforts congruent with each of the three phases, with a total cost of **$1,329,199**.

FUNDRAISING

Sustainability of programming is contingent on the investment in a strong, well-established fundraising strategy that raises the necessary $22.2 million dollars in funding required to meet the organization's

[2] Without adopting the Strategic Plan, ONEVOICE program and operating expenses are projected in 2015 to be $3,284,032 compared to $7,139,909 if the Strategic Plan were to be fully implemented.

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needs. This warrants **$404,759** - the total cost for all phases divided amongst fiscal years 2015 and 2016. Said figure represents just 2% of the overall budget.

Overall, staffing, operating, and fundraising represent 43% of the budget for the total strategy plan coming in at **$9,660,888**. This transformational investment ensures not only the capacity of the organization to deliver this revolutionary approach, but also takes into consideration safeguards that guarantee its sustainability well after the proposed fiscal years.

B: GRASSROOTS AND MOBILIZATION

Strategy Plan Phase I & II Proposed Budget 2015: ……$1,282,333

Strategy Plan Phase III Proposed Budget 2016: …… $1,636,174

SUBTOTAL……$2,918,507

Grassroots and Outreach costs are calculated at an increased rate in programmatic spending. Thanks to the exponential growth in staff and consulting support described above, ONEVOICE will have the data, digital, and grassroots backing to engage additional voters as discussed in the breakdown of this three-phased plan. Outreach tools and materials covered in this section consist of accommodation and venues for trainings, stationary and materials for activists, AV equipment, documentation of events, branding materials, and other training and grassroots organizing costs. Emphasis will moreover be placed on monitoring and evaluation of programming, which will be provided in regular reports available to key stakeholders on request. Line items in this category constitute 13% of the total budget. Although program staff salaries would traditionally fall under this purview and therefore account for an increased percentage, ONEVOICE instead has separated salaries from this heading under the justification that all staff will focus on the implementation of the proposed strategy and therefore should not be delineated into programmatic headings. The total cost is **$2,918,507**.

C. COMMUNICATIONS AND MEDIA

Strategy Plan Phase I & II Proposed Budget 2015:…… $1,006,884

Strategy Plan Phase III Proposed Budget 2016: ……$8,648,277

SUBTOTAL……$9,655,161

Communications and Media support our grassroots work and are thus an integral piece of the strategy, chiefly Phase III, and as such constitute 44% of the total budget. Under this heading are line items for polling and data development in alignment with this strategy's weight on data-driven work. Data filing, model updates, national surveys, advertisement testing, focus groups, mailings, as well as advertisements featured on the various media platforms are all covered under this banner. The aggregate requested funding for Communications and Media for the entire strategy plan is **$9,655,161**.

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ATTACHMENT #3

THE ONEVOICE MOVEMENT FOUNDATION

A THREE-PHASE STRATEGIC PLAN TO ACHIEVE TWO STATES

Planned Interim Campaigns and Activities in Israel & Palestine During Phases I and II

ONEVOICE was founded on the belief that a critical mass of Israelis and Palestinians gathering, campaigning, and organizing toward two-states under one shared banner can end the conflict. At a time when the viability of peace is being questioned, we must redouble our efforts to organize unprecedented numbers of civilians trained in highly sophisticated and strategic persuasion, outreach, and engagement activities and tactics and supported by visible communication campaigns that amplify their voices and ensure that their message will not be ignored by political leaders. In both Israel and Palestine our strategy will be rolled out in three phases:

1. Building Capacity and Sophisticated, Data-Informed Outreach, Education, and Advocacy
2. Targeted Localized Organizing & Mobilization with Calls to Action
3. Media and Mobilization

Each phase of our strategy will operate in parallel in Israel and Palestine with the actual programming and messaging determined by our Tel Aviv and Ramallah offices in coordination with the international staff and tailored to the specific societal and political necessities driving the strategy's goals and objective. Several of these programs are already underway.

In Israel, where our priority is capacity building, the ***Change Starts at the Bar*** campaign engages young Israeli professionals at popular bars and cafes, encouraging them to join and become active volunteers in our mission. Over the next 18 months ONEVOICE Israel will hold 38 programs with audiences averaging 30+ people who will come to hear a nationally prominent supporter of ONEVOICE. Speakers such as Justice Minister Tzipi Livni, former Shin Bet Commander Yuval Diskin, or journalist/author Akiva Eldar will discuss practical ways that citizens can take to help build two states. Each event is designed to overcome the apathy and cynicism that often greets efforts to engage these tough political issues, with an informal, interactive format and sophisticated social media integration effort to demonstrate that attendees can have an impact.

Meanwhile, staff will train volunteers to hold events in their own homes - what we call "house parties." House parties will introduce the host's own network of friends and family to ONEVOICE and sign them up for volunteer leadership rooted within their social circle. The program is designed to organically scale-up with each primary beneficiary potentially engaging and signing up many more secondary beneficiaries. If fully funded, these programs, coupled with our campus activism, have the potential to recruit over 50,000 supporters.

As our regional coordinators are busy organizing at the local level, our staff in Tel Aviv is preparing for the national launch of the Strategy Plan at a major Israeli conference which will be held on November 13. people from across Israel will gather in Tel Aviv for to discuss ending the conflict with senior politicians, policy leaders, and diplomats under the banner "***Peace it Also Pays***." The event will also inaugurate our

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effort to build a cooperative, sustainable coalition of Israeli organizations to work together to develop broader consensus and support for the new plan.

In Palestine we know that in order to change the reality on the ground we must engage in meaningful grassroots activities. In that context, our mission cannot be to simply build capacity; we must also break taboos and further a progressive agenda.

The two clear areas where we can do this are by unambiguous advocacy for the two-state solution and the promotion of nonviolence as a means to ending the occupation.

With your help, ONEVOICE Palestine plans to launch its ***"United Toward Independence"*** campaign in January 2015 to empower and train young Palestinian activists to spearhead a grassroots organizing network across the West Bank. This multi-tiered initiative will cultivate 14 elite Leaders to be grassroots organizing leaders of seven targeted communities in the West Bank. Each leader will be responsible for recruiting and training 25 additional activists who will then work within their communities to recruit 50 new supporters. With the right resources, ONEVOICE Palestine will train 350 new advocates in 2015 who will form the base of a strong grassroots network ready to mobilize on a national level in support of nonviolence and the two-state solution.

In preparation for the strategy's hard launch in January, ONEVOICE Palestine is continuing to engage young Palestinians on some of the most contentious issues on the ground. Our ***Siaseh Cafes*** have already reached over 1,000 young Palestinians across the West Bank. The café- based gatherings affords young people a safe space free from elders and self-appointed national spokespeople where they can hold full and frank discussions of Palestinian political issues and the need for a strategy that delivers two-states.

ONEVOICE Palestine has already launched its ***"This Land is Ours"*** campaign, which aims to combat pervasive hopelessness and eroding faith in the two-state solution. The campaign's message to Palestinians is that they have a role to play in ending the conflict despite the occupation. ONEVOICE Palestine is engaging with those most affected by the continuing settlement expansion by gathering hundreds of supporters to participate in meaningful activities such as peaceful demonstrations, olive harvesting, and tree planting, demonstrating to Palestinians that even the smallest action can have an impact.

These initial capacity-building campaigns are low-cost and will help us reach our target of reaching and signing up 9,000 Palestinians to our vision of nonviolence and two states for two peoples by the end of 2015.

In Israel and Palestine each program and activity is directly tied to our guiding strategic goals: to mobilize 1.5 million centrist voters in Israel and build deep-rooted networks in seven communities in Palestine. To hit critical mass, build momentum, and affect real change though these programs, campaigns and activities must be scaled up.

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To: Samer Makhlou [redacted]
Cc: [redacted], [redacted] [redacted]; Buangan, Richard [redacted]
From: Leslie, Rachel D
Sent: Thur 6/4/2015 6:39:53 AM
Importance: Normal
Subject: One Voice Palestine -- Final Report
MAIL_RECEIVED: Thur 6/4/2015 6:39:00 AM

Dear Samer,

Greetings! I hope this message finds you well. I recently returned after being away from post for several months on maternity leave, and am following up on a number of outstanding issues. One of these is the cooperative agreement with One Voice Palestine.

I reviewed the program narrative dated January 30, 2015 and the activities therein. Unfortunately, the Consulate General will be unable to reimburse One Voice Palestine for work conducted during the final quarter of the project. As noted in the language of the cooperative agreement, signed by One Voice Palestine (OVP) on September 27, 2013, the American Consulate General will have substantial involvement in the project, including consulting on and approving youth initiatives, and providing recommendations and guidance on influencers/speakers who will be part of the town hall meetings, roundtable discussions, or other events.

The most recent correspondence in our files with OVP regarding activities and initiatives under the auspices of the cooperative agreement is from July 9, 2014 (see attached), which outlines the Ramadan activities that OVP would be conducting in July. We have no record that OVP communicated its activities for fourth quarter (e.g. August 1, 2014 to November 1, 2014), nor were PD staff invited to attend any of the activities for monitoring purposes. Per notes from our in-person meeting at the new OVP office on July 8, 2014, the specific activities that were mentioned were three town hall meetings and four "politics cafes" that were to take place in July (during Ramadan). Beyond July, we have no indication that OVP provided times, dates, or substantive details of its planned activities under the cooperative agreement for fourth quarter, nor sought approval from the Consulate General.

The Consulate General did not consent to the activities and initiatives outlined in the final narrative report under the auspices of the cooperative agreement, and thus these events are not reimbursable.

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Please confirm receipt of this e-mail, and please let me know if you have any questions.

Many thanks,

Rachel

Rachel D. Leslie

Cultural Affairs Officer | American Consulate General in Jerusalem

This email is unclassified based on definitions provided in E.O. 12958.

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THE ONEVOICE MOVEMENT FOUNDATION

A THREE-PHASE STRATEGIC PLAN TO ACHIEVE TWO STATES

October 2014

THE ONEVOICE MISSION

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In order to halt this downward spiral, a bold new strategy is vital. This strategy must deploy best-in-class organizing skills, cutting edge social media techniques, and a significant new, well-trained and well-organized network of volunteer activists working in parallel in Israel and Palestine to create a fresh political dynamic that will reverse this toxic status quo.

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In Israel, the principle goal of the strategy is to do whatever is possible to make sure that the next Israeli national election is focused on expeditiously resolving the conflict. That requires us to focus our energies on the 1.5 million centrist Israeli voters who historically have held the balance of power in a coalition government. Our strategy will enable us to develop the capacity, visibility, organizing skills, and communications expertise to make sure this key constituency is motivated and effectively mobilized to place swiftly resolving the Palestinian-Israeli conflict as THE PRINCIPAL ISSUE. Such change is possible if the election-determining Israeli center is compelled to act, demanding a renewed focus by the candidates on this matter.

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Similarly, this summer witnessed new lows in Palestinian support for a two-state solution. Any plan that seeks to shift the status quo in Israel must be coupled by an ambitious plan in Palestine that prepares the ground for the compromises necessitated by the two-station solution.

No other NGO has the experience, talent, and reputation to breathe new hope into a negotiated settlement. However, given the magnitude of the challenge before us, ONEVOICE is also planning to forge an ad-hoc coalition of global and regional organizations to join us in this initiative. An essential element of Phase 1 is to build the very coalition of like-minded organizations that have traditionally avoided pooling resources and strategies in the past. We have commenced this goal already, and ONEVOICE will seek the support of international and global leaders to help achieve this objective. Cross organizational collaboration and inclusiveness will be our compass!

HOW WILL ONEVOICE ACHIEVE THESE GOALS?

We are pivoting away from our traditional focus on strictly youth-oriented grassroots activities and have assembled a talented new team of political and communications experts to target those Israeli electoral districts where the majority of centrist Israelis reside. Our objective is to identify these Israelis, educate them on the feasibility of core issue solutions, introduce them to the thousands of moderate Palestinians via a novel media and communications campaign, and develop campaign style advocacy calls to action to enlist their support in opposing the status quo.

In Palestine, with the absence of a foreseeable election, we will undertake initiatives to pressure Palestinian and Israeli leadership into meaningful negotiations while encouraging them to avoid taking steps that would impair a negotiated two-state solution. We will target seven "swing" communities wherein we will restore hope and trust in the two-state solution by loudly opposing violence while working toward negotiations or future elections. While much of our initiative will be in the West Bank, we intend to re-open our Gaza office which was forced to close last summer during Operation Protective Edge. With the Palestinian Authority assuming more administrative control of Gaza, our strategy must take into account these new realities and the necessity of reintroducing Gaza's citizens to the value of a two-state solution.

On both sides we will amplify our work with a communications plan that demonstrates to Israelis and Palestinians the existence of a viable, trustworthy partner.

PHASE I: BUILDING CAPACITY WITH DATA-INFORMED OUTREACH, EDUCATION, & ADVOCACY

We have retained President Obama's former presidential campaign field organizing staff, 270 Strategies. Widely credited with revolutionizing grassroots organizing by deploying sophisticated social media campaigns and voter education programs, 270 Strategies has been quietly working with our Israeli and Palestinian staff for over a year to lay the groundwork for this new strategy. We have also recruited a team of Israeli and Palestinian communications and advertising experts, as well as public opinion research talent, to fine-tune and update our messaging and calls to action. In both Israel and Palestine, we have begun transforming these campaign techniques to apply to unique Israeli and Palestinian needs – thus ensuring that the emerging plans are tailored to the political dynamics, realities and cultural sensitivities on the ground.

Our objective in both Israel and Palestine is to "think nationally; act locally." Newly-hired Regional Coordinators are being trained to effectively use their local networks and expertise to undertake targeted grassroots tactics, enabling them to efficiently reach out to large swathes of people in their communities. In Israel, we are relying on comprehensive, available data to identify citizens who are receptive to and have

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voted for progressive parties and candidates, particularly off the shelf data from the Israel Election Commission geographically establishing political party strengths and weaknesses.

These moderate citizens from diverse backgrounds and all ages consistently express a desire to resolve the conflict. They represent the ideal profile of the type of person most amenable to sustained approach for ONEVOICE activists who are ready to become assertive advocates for the two-state solution. We project the participation of over 20,000 supporters throughout the region in Phases I and II.

Cognizant that we will need to develop effective "calls to action" that will need to be updated and regularly assessed given the targeted audience, we will be relying on our expanded teams in Israel and Palestine, along with our coalition partners, to consecutively and strategically roll out these mobilization efforts.

PHASE II: TARGETED LOCALIZED ORGANIZING & MOBILIZATION WITH CALLS TO ACTION

New grassroots and media campaigns have already been launched around well-timed calls to action under the initial Phase I goals. Increased capacities under Phase I will allow us to focus our energies into community/neighborhood areas that statistically contain a majority of centrist Palestinians and Israelis. Our aim is to hit critical mass (i.e. a sufficient tactical campaign with an adequate volunteer network) by July 2015.

- ONEVOICE Israel will rely on research, demographic data, and carefully crafted media campaigns to recruit over 50 field organizers and a minimum of 3,000 well-trained volunteers. In anticipation of scheduled 2017 elections (or sooner), these organizers will work with our core staff team in Israel to unveil the multi-tiered outreach program of education, advocacy, and mobilization under this new objective.

- ONEVOICE Palestine's staff organizers will engage up to 9,000 volunteer activists in seven communities where locally-focused activities engage greater numbers of people who become advocates for non-violence and the two-state solution. As we build our cadre of skilled volunteers, we aim to become the single-largest youth movement in the West Bank, committed to unity, one flag, and one voice in support of the two-state solution.

PHASE III: MEDIA AND MOBILIZATION

Phase III will be activated in response to the external political realities around which our grassroots network can help frame the debate and shift public perception ahead of elections in Israel (and in Palestine, if applicable). In Israel, we will be ready to begin implementing Phase III whether national elections are held in 2017 or 2016.

In Israel, we will launch a far-reaching paid and earned media education and voter mobilization campaign, building on Phase II's outreach to Israelis who pledge to vote for parties who commit to the two-state solution. This extensive communications and advertising campaign budget would constitute the most significant advocacy and educational media saturations of its kind ever undertaken in Israel and Palestine.

PLEASE NOTE: We will not directly support individual candidates or political parties in Israel or in Palestine. Rather, Phase III will largely be devoted to major communications and advertising initiatives primarily focused on Israel while including the necessary media and communications efforts in Palestine, in addition to new media initiatives to reintroduce moderate Palestinians to Israelis.

In Palestine, with the absence of a projected election calendar at this time, we will continue our efforts in the West Bank, re-open our office in Gaza which we were compelled to close when hostilities commenced,

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and mobilize citizens to pressure leaders to urgently seek a two state solution. This will build additional capacity, momentum, and strength in anticipation of future elections in Palestine.

WE NEED YOUR HELP NOW TO MAKE THIS STRATEGY A SUCCESS & RESTORE HOPE FOR PEACE & SECURITY FOR ISRAELIS AND PALESTINIANS

The need for a bold strategy has never been greater; the adversaries of a just and lasting peace are well organized and well-funded. We are ready to build on more than a decade of success by expanding our reach and engaging the majority of Israelis and Palestinians who want peace, but whose voices have been muted by extremists and leaders who have exacerbated the conflict.

Attached is a more comprehensive overview of our current programming and the following documents:

1. The projected budget for base operating expenses in 2015; Phases I & II (2015) and the Phase III (2016) mobilization and communications budget.
2. A budget narrative explaining the projected expenditures on each phase of the campaign.
3. A list of currently planned interim campaigns and activities in Israel and Palestine during Phase I and Phase II.
4. A fundraising plan for calendar year 2015.

Please join us and make an investment in a peaceful future for Israelis and Palestinians! This fall, the Skoll Crowdrise Challenge offers a special matching gift opportunity that leverages the impact of your contribution to ONEVOICE. Your important support will fund the crucial efforts of our team who work tirelessly for two states.

As we help raise the voices of moderate Israelis and Palestinians across the region, we hope you will add your voice to theirs, joining our Youth Leaders, our dedicated donors, and our leadership. We would be pleased to share with you more details about our new strategy.

To make a generous gift to ONEVOICE and stand with us for two secure states, please visit us at www.onevoicemovement.org

To find out more about ONEVOICE, contact

Elizabeth Levi, Global Director of Development in our New York offices at [redacted]

Or

John Lyndon, Executive Director for ONEVOICE Europe in our London offices at [redacted]

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ONEVOICE

ATTACHMENT #2

STRATEGY PLAN BUDGET NARRATIVE

The budget outlines costs pertaining to the requested funding described in the Strategic Plan and covers fiscal years 2015[7] and 2016.

The time period of phases will ultimately be dictated by the elections and is presently projected as follows:

Phases I and II will span calendar year 2015; Phase III has been developed to be implemented over a period of eight months leading up to elections in Israel. With the fluidity of the Israeli election cycle, we are currently not setting a fixed date on implementation but are operating under the assumption that elections are likely to happen in 2016. This correspondingly holds true for our efforts in Palestine, which are also dependent on external political circumstances and therefore dictate flexibility.

We project the implementation of Phase I, II & III will require $22,234,556. Below, is a breakdown of subtotals of the expenses that will be necessary to successfully implement the three phases of the Strategy Plan:

A: ***STAFFING, OPERATING & FUNDRAISING***

Strategy Plan Phase I & II Proposed Budget 2015: $4,850,692

Strategy Plan Phase III Proposed Budget 2016..... $4,810,196

SUBTOTAL.....$9,660,888

STAFFING

Base budget staffing expenses for 2015 are predicated on minimal staff expansion from the current 2014 staffing structure. In contrast, the Phase I and Phase II expanded operating budgets takes into account an exponential growth in staff to allow the organization to achieve its numerical objectives. 100% of staff-time in all offices will be allocated to this strategy, with a cumulative cost for Phases I, II, and III of $7,928,930. This line item takes into account both staff salary and fringe benefits.

OPERATING

Operating expenses are assessed on overhead costs across all offices (ONEVOICE US, ONEVOICE Europe, ONEVOICE Israel, ONEVOICE Palestine, and ONEVOICE Gaza). This comprises line items such as postage and shipping, transportation, office rent, legal and accounting, insurance, administrative costs, security, office and digital equipment, media and communications, and utilities. These costs increase proportionally to the expanded efforts congruent with each of the three phases, with a total cost of $1,329,199.

FUNDRAISING

Sustainability of programming is contingent on the investment in a strong, well-established fundraising strategy that raises the necessary $22.2 million dollars in funding required to meet the organization's needs.

[7] Without adopting the Strategic Plan, ONEVOICE program and operating expenses are projected in 2015 to be $3,284,032 compared to $7,139,909 if the Strategic Plan were to be fully implemented.

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This warrants $404,759 the total cost for all phases divided amongst fiscal years 2015 and 2016. Said figure represents just 2% of the overall budget.

Overall, staffing, operating, and fundraising represent 43% of the budget for the total strategy plan coming in at **$9,660,888.** This transformational investment ensures not only the capacity of the organization to deliver this revolutionary approach, but also takes into consideration safeguards that guarantee its sustainability well after the proposed fiscal years.

B: **GRASSROOTS AND MOBILIZATION**

Strategy Plan Phase I & II Proposed Budget 2015: ……$1,282,333

Strategy Plan Phase III Proposed Budget 2016: …… $1,636,174

SUBTOTAL……$2,918,507

Grassroots and Outreach costs are calculated at an increased rate in programmatic spending. Thanks to the exponential growth in staff and consulting support described above, ONEVOICE will have the data, digital, and grassroots backing to engage additional voters as discussed in the breakdown of this three-phased plan. Outreach tools and materials covered in this section consist of accommodation and venues for trainings, stationary and materials for activists, AV equipment, documentation of events, branding materiels, and other training and grassroots organizing costs. Emphasis will moreover be placed on monitoring and evaluation of programming, which will be provided in regular reports available to key stakeholders on request. Line items in this category constitute 13% of the total budget. Although program staff salaries would traditionally fall under this purview and therefore account for an increased percentage, ONEVOICE instead has separated salaries from this heading under the justification that all staff will focus on the implementation of the proposed strategy and therefore should not be delineated into programmatic headings. The total cost is **$2,918,507.**

C. **COMMUNICATIONS AND MEDIA**

Strategy Plan Phase I & II Proposed Budget 2015:…… $1,006,884

Strategy Plan Phase III Proposed Budget 2016: ……$8,648,277

SUBTOTAL……$9,655,161

Communications and Media support our grassroots work and are thus an integral piece of the strategy, chiefly Phase III, and as such constitute 44% of the total budget. Under this heading are line items for polling and data development in alignment with this strategy's weight on data-driven work. Data filing, model updates, national surveys, advertisement testing, focus groups, mailings, as well as advertisements featured on the various media platforms are all covered under this banner. The aggregate requested funding for Communications and Media for the entire strategy plan is **$9,655,161.**

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ATTACHMENT #3

THE ONEVOICE MOVEMENT FOUNDATION

A THREE-PHASE STRATEGIC PLAN TO ACHIEVE TWO STATES

Planned Interim Campaigns and Activities in Israel & Palestine During Phases I and II

ONEVOICE was founded on the belief that a critical mass of Israelis and Palestinians gathering, campaigning, and organizing toward two-states under one shared banner can end the conflict. At a time when the viability of peace is being questioned, we must redouble our efforts to organize unprecedented numbers of civilians trained in highly sophisticated and strategic persuasion, outreach, and engagement activities and tactics and supported by visible communication campaigns that amplify their voices and ensure that their message will not be ignored by political leaders. In both Israel and Palestine our strategy will be rolled out in three phases:

1. Building Capacity and Sophisticated, Data-Informed Outreach, Education, and Advocacy
2. Targeted Localized Organizing & Mobilization with Calls to Action
3. Media and Mobilization

Each phase of our strategy will operate in parallel in Israel and Palestine with the actual programming and messaging determined by our Tel Aviv and Ramallah offices in coordination with the international staff and tailored to the specific societal and political necessities driving the strategy's goals and objective. Several of these programs are already underway.

In Israel, where our priority is capacity building, the ***Change Starts at the Bar*** campaign engages young Israeli professionals at popular bars and cafes, encouraging them to join and become active volunteers in our mission. Over the next 18 months ONEVOICE Israel will hold 38 programs with audiences averaging 30+ people who will come to hear a nationally prominent supporter of ONEVOICE. Speakers such as Justice Minister Tzipi Livni, former Shin Bet Commander Yuval Diskin, or journalist/author Akiva Eldar will discuss practical ways that citizens can take to help build two states. Each event is designed to overcome the apathy and cynicism that often greets efforts to engage these tough political issues, with an informal, interactive format and sophisticated social media integration effort to demonstrate that attendees can have an impact.

Meanwhile, staff will train volunteers to hold events in their own homes what we call "house parties." House parties will introduce the host's own network of friends and family to ONEVOICE and sign them up for volunteer leadership rooted within their social circle. The program is designed to organically scale-up with each primary beneficiary potentially engaging and signing up many more secondary beneficiaries. If fully funded, these programs, coupled with our campus activism, have the potential to recruit over 50,000 supporters.

As our regional coordinators are busy organizing at the local level, our staff in Tel Aviv is preparing for the national launch of the Strategy Plan at a major Israeli conference which will be held on November 13. people from across Israel will gather in Tel Aviv for to discuss ending the conflict with senior politicians,

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policy leaders, and diplomats under the banner ***"Peace it Also Pays."*** The event will also inaugurate our effort to build a cooperative, sustainable coalition of Israeli organizations to work together to develop broader consensus and support for the new plan.

In Palestine we know that in order to change the reality on the ground we must engage in meaningful grassroots activities. In that context, our mission cannot be to simply build capacity; we must also break taboos and further a progressive agenda.

The two clear areas where we can do this are by unambiguous advocacy for the two-state solution and the promotion of nonviolence as a means to ending the occupation.

With your help, ONEVOICE Palestine plans to launch its ***"United Toward Independence"*** campaign in January 2015 to empower and train young Palestinian activists to spearhead a grassroots organizing network across the West Bank. This multi tiered initiative will cultivate 14 elite Leaders to be grassroots organizing leaders of seven targeted communities in the West Bank. Each leader will be responsible for recruiting and training 25 additional activists who will then work within their communities to recruit 50 new supporters. With the right resources, ONEVOICE Palestine will train 350 new advocates in 2015 who will form the base of a strong grassroots network ready to mobilize on a national level in support of nonviolence and the two-state solution.

In preparation for the strategy's hard launch in January, ONEVOICE Palestine is continuing to engage young Palestinians on some of the most contentious issues on the ground. Our ***Siaseh Cafes*** have already reached over 1,000 young Palestinians across the West Bank. The café- based gatherings affords young people a safe space free from elders and self-appointed national spokespeople where they can hold full and frank discussions of Palestinian political issues and the need for a strategy that delivers two-states.

ONEVOICE Palestine has already launched its ***"This Land is Ours"*** campaign, which aims to combat pervasive hopelessness and eroding faith in the two-state solution. The campaign's message to Palestinians is that they have a role to play in ending the conflict despite the occupation. ONEVOICE Palestine is engaging with those most affected by the continuing settlement expansion by gathering hundreds of supporters to participate in meaningful activities such as peaceful demonstrations, olive harvesting, and tree planting, demonstrating to Palestinians that even the smallest action can have an impact.

These initial capacity-building campaigns are low-cost and will help us reach our target of reaching and signing up 9,000 Palestinians to our vision of nonviolence and two states for two peoples by the end of 2015.

In Israel and Palestine each program and activity is directly tied to our guiding strategic goals: to mobilize 1.5 million centrist voters in Israel and build deep-rooted networks in seven communities in Palestine. To hit critical mass, build momentum, and affect real change though these programs, campaigns and activities must be scaled up.

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TEAM

Introduction:
With its international headquarters in New York, OneVoice's regional field offices are located in Tel Aviv, Ramallah, and Gaza City. We have an additional office, OneVoice Europe, in London. The international offices provide vision and strategy, coordinate fundraising, and generate support from governments, corporations, and public figures.

TAB 1: OVUS and OVE

OVUS

Nurettin Aydogan – IT Coordinator
Nurettin is a veteran IT Professional with over 10 years of experience. During these years, he worked on a wide variety of projects as an IT technician and software developer.

Joel Braunold – Project Director for the PeaceWorks Foundation
Joel has been working at the intersection of civil society and geopolitics for the past four years and serves as the project director for the PeaceWorks Foundation. He is an alumnus of the Harvard Kennedy School of Government and holds a BA (Hons) in Philosophy from Bristol University. Joel is the recipient of the Avi Schaefer Peace Innovation Prize and is a Senior Fellow for the Alliance for Youth Movements. Follow Joel on Twitter @braunold

Christina Forsting – Grants Officer
Christina is an accomplished grant writer, having secured $2.5 million in funding since she began working in the nonprofit development field three years ago. Previously, she was a columnist for Patch.com. Christina holds a B.A. in Political Science from Goucher College and is proficient in both Swedish and French.

Marc Ginsberg – CEO
Former Ambassador Ginsberg spent his formative years in the Middle East, particularly in Israel, Egypt, Jordan, and Lebanon, and began his legal career working for a U.S. law firm in Saudi Arabia and Egypt. He served as the Deputy Senior Advisor for Middle East Policy to President Carter and in 1994 he was named U.S. Ambassador to Morocco by President Clinton, making him the first American of Jewish heritage to be appointed to an Arab nation. Throughout his career, Amb. Ginsberg has served on many prestigious public and private panels reviewing U.S. foreign and economic policy in the Middle East, including multiple Council on Foreign Relations task forces and the Brookings Institute Saban Center Islamic Task Force. Most recently, he was named co-chair of the Center for Strategic International Studies (CSIS) roundtable on Islamic extremism in Europe and he continues to serve as a member of the RAND Corp. Middle East Advisory Board. Amb. Ginsberg has also been active in the private sector, both as the Senior Vice President of APCO Worldwide, a global corporate and communications advisory company, and also as the President of Layalina Productions, the first U.S. philanthropic producer of commercial Arabic language television for broadcasting in the Arab world. Amb. Ginsberg is also

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a U.S. and Arab media commentator, offering analyses to CNN, MSNBC, BBC, and many other media outlets. His insights are regularly published in several prominent U.S. newspapers and periodicals, including The Wall Street Journal, the Washington Post, the International Herald Tribune, and the Huffington Post.

Jamie Kessler – Program Assistant
Jamie holds a Bachelor's from Barnard College. During her undergraduate studies she interned for OneVoice Europe and studied at the American University in Cairo. Prior to joining OneVoice, Jamie worked for the New York City Department of Education in the Chancellor's Office as a Program Coordinator for the Panel for Educational Policy.

Payton Knopf -- Senior Global Director of Communications
Payton came to OneVoice after nearly a decade with the U.S. Department of State, including as deputy spokesman at the U.S. Mission to the United Nations under then-Ambassador Susan E. Rice and as policy advisor to U.S. Special Envoy for Middle East Peace George Mitchell. He previously served as Senior Political Officer in the State Department's Office of Israel and Palestinian affairs with responsibility for the negotiations launched at Annapolis. From 2006 to 2008, Payton was based at the U.S. Embassy in Khartoum covering the conflict in Darfur and worked as in the Department of State's Office of Egypt and the Levant and at the U.S. Consulate General in Jeddah, Saudi Arabia. Prior to his government service, Payton was a program officer at the National Democratic Institute, where he managed political party development programs in the Maghreb and in Yemen. and a program officer at the International Center for Journalists. Payton was an International Affairs Fellow in Residence at the Council on Foreign Relations from 2010 to 2011, where his research focused on asymmetric conflict and diplomatic engagement with insurgent groups. Follow Payton on Twitter @paytonknopf

Shaina Low — International Engagement Program Manager
Shaina holds a Bachelor's in Political Science from Columbia University. During her undergraduate studies, Shaina participated in an internship with the Faculty for Israeli and Palestinian Peace, holding internships in Haifa and Jenin. Prior to joining OneVoice, Shaina served as the Resource Development Coordinator for The Freedom Theatre in Jenin.

Daniel Lubetzky – Founder, OneVoice
Daniel is the Founder of the OneVoice Movement, empowering moderate Israelis and Palestinians to achieve peace; Chairman of PeaceWorks, pursuing both peace and profit through neighbors striving to coexist in conflict regions; and Co-Founder of Maiyet, forging partnerships with artisans in developing economies to create a new luxury fashion venture. Lubetzky is also CEO of KIND Healthy Snacks, makers of award-winning healthy foods. He is also Lubetzky received a B.A. in Economics and International Relations (magna cum laude) from Trinity University, and a J.D. from Stanford Law School. He has received many awards, including the Peace Security and Reconciliation Award, the Peace Makers Award and the Skoll Award for Social Entrepreneurship. TIME Magazine named him among 25 "Pioneers" of social innovation and BusinessWeeknamed him among "America's Most Promising Social Entrepreneurs." He was also selected as Entrepreneur of the Year by Entrepreneur Magazine. Lubetzky was selected by

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the World Economic Forum as one of 100 Global Leaders for Tomorrow in 1997 and later as a Young Global Leader.

Josh Nerpel -- Deputy Director of the PeaceWorks Foundation and OneVoice Movement
As Deputy Director, Josh oversees the day-to-day operations of OneVoice U.S. and manages the global budgeting and financial operations of the OneVoice Movement. Josh has extensive experience in non-profit advocacy organizations and high-profile political campaigns. Prior to joining the team at OneVoice, Josh held the position of Director of Operations for Securing America's Future Energy and the Electrification Coalition, D.C. based political advocacy organizations where he oversaw the finance and operations of the combined 501(c)(3) and 501(c)(4).In addition to his non-profit experience, Josh has served in a part time capacity as an Advance Associate for the White House, coordinating event logistics for President Barack Obama and Vice President Joe Biden. In 2007- 2008, Josh served on the National Advance teams for the Presidential Campaigns of Hillary Clinton and Barack Obama where he managed teams throughout the US, coordinating travel and large-scale earned media event logistics for President Obama, Vice President Biden, Secretary Clinton and President Clinton. Josh began his career on the re-election campaign of Senator Joe Lieberman of Connecticut, during which he served as Special Assistant to Lieberman and subsequently the Director of Advance. As a senior member of the campaign staff, Josh managed all events, rallies and visual communications for the campaign.

Jenn Prystupa -- Communication and New Media Associate
Jenn first came to OneVoice as Communications Intern in the summer of 2011. She graduated Rutgers University, with degrees in Journalism and Political Science, and New York University, with a Master's in Global Affairs. She has taken part in the International Scholar Laureate Pre-Professional Diplomacy program in 2009, and was a Press and Public Diplomacy Intern for the United States Mission to the United Nations in the spring of 2010.

Darya Shaikh – Title?
Darya joined OneVoice in January 2004, working as the Public Education Coordinator and Program Developer. She has since served as the Executive Director and Acting CEO. Darya received her B.A. in Political Science and Middle Eastern Studies at the McGill University in Montreal, Quebec. In 2012, she completed her Masters in Conflict & Security at the New School for Public Engagement. Darya comes to OneVoice with a deep appreciation for grassroots activism and the role of civil society in creating change. Darya has been involved in reconciliation efforts in the Middle East through Hashomer Hatzair and Givat Haviva since she was 9 years old. Over the course of three years, Darya worked as the facilitator and moderator for a delegation of Jewish-Israeli, Arab-Israeli, and Bedouin youth. Darya was selected in the first cohort of the Ariane de Rothschild Fellowship for social entrepreneurship and cross-cultural exchange. She was also chosen as a Muslim Leader of Tomorrow and presented at the 2009 Doha Conference. She has written for the Huffington Post, the Guardian, and the Washington Post. Darya grew up in Brooklyn; her mother is Israeli, from Hadera, and her father is Pakistani, from Karachi.

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OVE:

Sharon Alsoodani – Education Director and General Manager
Sharon has an M.A. from Cambridge University in Theology and Religious Studies, specializing in Islam and Biblical Studies. Following her graduation, she taught English at Amideast in Tunis and then went on to work in Amman as a Productions Manager for a publishing company. In Sharon's final year in Jordan, she was employed as P.A. to the British Defense Attaché, then returned to the U.K. and worked with Foundation for Relief and Reconciliation in the Middle East before taking up her role at OneVoice. Sharon speaks Arabic and French and has studied ancient Hebrew.

Yoni Amias – Director of Development
Prior to joining One Voice, Yoni was Funding Director for the Arab-Jewish Community Center (AJCC) in Jaffa, and trainee Political and Press Analyst for the European Union Delegation in Israel. He has also worked on a temporary basis for the Middle East Department at the British Foreign and Commonwealth Office. Yoni was awarded an MSc in International Public Policy from University College London and a B.A. in International Relations from the University of Birmingham. His main research was in conflict reconciliation, with a particular emphasis on Israel-Palestinian affairs. Yoni speaks Spanish and Hebrew fluently, and is currently learning French.

John Lyndon - Global Chief Operating Officer for the Movement and Executive Director for OneVoice Europe
Prior to joining OneVoice, John ran Ethiopiaid Ireland, an organization focused on development issues in Ethiopia. John was awarded a B.A. in History and English Literature from University College Dublin, and a Master's Degree in International Relations from the University of Sheffield, with his studies focusing on the Middle East. In addition to his work at OneVoice, John sits on the Under 35s Committee at the Royal Institute of International Affairs at Chatham House, is a Visiting Fellow at Kings College London's Middle East Program, and a member of Sandbox's London Hub. Follow John on Twitter: @johnlyndon_

Tab 2: OVI

Elanit Green – Program Assistant
Elanit has been an activist in OneVoice for over two years, starting as a participant in the Youth Leadership Program and then later Campus Coordinator in Ben-Gurion University. She finished her first degree in psychology and politics. As well as being Campus Coordinator during her studies, she was in the management of the debate club, founded the model UN society at university, and was an intern in the British Council. In the past year she went on two tours in the U.S. and the U.K. with OneVoice.

Tal Harris – (title?)

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Tal was the executive director for the last four years and is currently working with the organization in Washington, D.C. Tal joined the organization in 2007, quickly taking a leading role that saw the establishment of OneVoice's Tel Aviv University chapter. He became a full time staff member in 2009, organizing 30 town hall meetings across Israel. He was promoted to head the movement in Israel a year later, where his many accomplishments include expanding the Youth Leadership Program in partnership with the National Union of Israeli Students, the latter of which he served on the board until recently. Further to his work with OneVoice, Tal has been leading several nation-wide media campaigns, and co-conceiving of the first-ever Caucus for the Two-State Solution in the Knesset (now the Caucus for Ending the Israeli-Arab Conflict)which engages more than 40 Members of Knesset of several factions. Tal has been elected on 2012 as a member of the Steering Committee for the Israeli Peace NGOs. Tal was born in Kibbutz Negba and raised in Raanana, and holds a Master's in Diplomacy from Tel Aviv University and a Bachelor's in Philosophy and Politics from the Open University. Beyond his focus on the Israeli-Palestinian conflict, he has extensive experience in informal education, as well as student politics. He is currently the elected chair of young Labor Party in his hometown. Tal also enlisted for reserve service for the Israeli Air Force as a Senior Medic.

Roee Neuman – Government and Media Relations Director
Roee was the head of media relations and spokesman for the J-14 Israeli social justice movement in the summer of 2011. Later he became a media advisor for the Workers' Unions, including the journalists union in Israel. In the past year, he has been the media advisor for the Meretz MK Michal Rozin.

Laura Talinovsky – Executive Director
Laura joined OneVoice in 2006 as a volunteer, and has served as the advisor to Opposition Chair, Shelly Yechimovich (Labor), for the past three years. She holds her B.A. in Political Science and Sociology from Hebrew University, where she is about to complete her M.A. in Public Policy. Laura is also a graduate of the Leadership for Peace program at New York University, and has been a researcher in the Israel Democracy Institute.

Adva Vilchinski – Director of the Youth Leadership Program
Adva was involved with social activism all her life and joined OneVoice while she worked as a social coordinator in the Student Union of Ben-Gurion University, and has been YLP director for the past two years. Adva holds B.A. degree in Psychology and Politics, and MA in politics. In her Masters work, she investigated the reflection of the Israeli-Palestinian conflict through the lens of the Lonely Planet's Guidebooks.

Tab 3: OVP

Wasim Almasri -- Communication Officer and International Training Program Director
Born in Lebanon in 1982 to a Lebanese mother and a Palestinian father, Wasim lived in a refugee camp in Damascus for 10 years where he completed his primary education. Wasim went to high school in Gaza and moved after to Chicago to study Computer Science.

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Wasim worked for the International Committee of the Red Cross in Gaza between 2006 and 2010. He also worked for a few international organizations and non-governmental institutes as a Field Coordinator for a number of projects aiming to develop practices of democracy for security personal in the West Bank. Wasim joined OneVoice in 2011 as a Project Coordinator. Wasim is married and a father of two girls. He loves music, reading mystery novels, and video games.

Mohammad Asideh -- Coordinator, Youth Leadership Program
Mohammad abandoned his dream of becoming a professional soccer player due to the crucial political circumstances. He decided to join Al Najah University in Nablus as a Political Science major. Mohammed graduated with excellence in 2008 joined the honor faculty at Al-Najah University to study a number of training programs related to public relations and leadership skills. Mohammad joined OneVoice Palestine in 2009 as a volunteer. Soon he became OVP's coordinator for the Youth Leadership Program. Mohammad also represented Palestine as an activist in many seminars, locally and internationally. In 2012, Mohammad was awarded Generation For Peace Impact Award for the positive progress he made working with young Palestinians in their communities.

Abdallah Hamarsheh -- Youth Leadership Program Director
Abdallah was born in the town of Yabed near Jenin to a big family. He has eight sisters and three brothers. Abdallah's parents passed away when he was young, so his sisters helped to raise him into the young man he is today. Like many Palestinian workers, Abdallah worked in construction in Israel during the 1990s. He joined a community college in the late 1990s and specialized in the insurance field as a Damage Assessor. Abdallah worked for the Palestinian Authority between 1999 and 2001 in the VIP Protection Unit. In 2002 he worked for the Ministry of NGO Affairs as an administrator where he received several courses in civil services. Abdallah Joined OneVoice in 2005 as volunteer, soon became an activist, and started working for OneVoice Palestine part-time between 2006 and 2007. During this period, Abdallah received courses in public speaking, campaigning, recruitment, conflict resolution, negotiations, and peace building. These courses helped him become a trainer for the youth in the field of leadership. As Youth Leadership Program Director for OVP, he helped design and implement OVP's most successful program with over 700 youth leaders in the West Bank and Gaza. Abdallah and his family, his wife Safa' and daughter Talia, live in Ramallah.

Samer Makhlouf – Executive Director
In this position, Samer oversees the different programs and activities of the movement in Palestine, maintains the strong network of OVP volunteers and activists, and works toward building a coalition of civil society organizations in support of the two-state solution. Through OneVoice, Samer has organized grassroots campaigns, training seminars, and discussion panels throughout the West Bank. He also regularly engages with elected leaders across the political spectrum—both national and local officials—through town hall meetings, which bring together leaders and Palestinian citizens to discuss the issues of the conflict. Under Samer's leadership, OVP has grown to become the second largest youth movement in Palestine with over 500 core activists in all the governorates of the West Bank. Through OVP's Youth

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Leadership Program, these activists are empowered to be young moderate political leaders capable of leading their communities in achieving a comprehensive peace agreement through the two-state solution.

Samer holds a bachelor's degree in business administration from Birzeit University in Palestine and has extensive international training in fundraising and non-profit management, including a cultural exchange mentorship program sponsored by the U.S. Department of State. In addition to his work with OneVoice, Samer has 10 years of experience in a broad range of non-profit and business organizations in Palestine. Prior to his post in OVP, Samer served as the head of Ramallah's Al Kasaba Theater & Cinematheque Programs & Development Department. As a member of the Palestinian Council for Young Political Leaders, he has established a wide network of connection with Palestinian politicians, organizations, and institutes. Samer is also the President of the Jifna Youth Club and the leader/organizer of the Jifna's Apricot Festival, one of the largest, most popular and well known festivals in Palestine. Samer is from the West Bank town of Jifna

Ezzeldeen Masri – Director, OneVoice-Gaza
Ezzeldeen was born in Gaza City in 1971. He completed his Bachelor's in Political Science and Criminology in the spring of 1997 from Northeastern Illinois University. He then worked for Chicago's Board of Education as an Arabic/English bilingual teacher. In the fall of 2000, he completed his Master's in International Relations, with specialization in conflict resolution. In 2003, he moved back to Palestine, and accepted a job with the American International School in Gaza, as a social studies teacher and head of the upper school. In November 2006, he opened OneVoice Palestine-Gaza office and was appointed as the Executive Director. After the end of the first Gaza War, he moved to Ramallah City and accepted the job of Director of Development in OneVoice Palestine. In the summer of 2010, he moved back to the Gaza Strip and was appointed as Director of OneVoice-Gaza.

Khalil Sehwil -- Financial Administrator
Born in Kuwait, Khalil studied in an elementary school south of Kuwait and move with his family to Jordan after the second Gulf War. Khalil graduated from Birzit University with a bachelor's degree in Finance and Banking. Khalil volunteered for many organizations and participated in several non-violent activities protesting the occupation. He worked for "Tawen" Institution for Conflict Resolution as an Assistant Coordinator, promoted after to Lead Accountant. Khalil also worked for the Palestinian Company for Economic Development and later worked as the Administrative and Financial Coordinator for Third Road Campaign. Khalil worked in the private sector, starting as a Public Relation Administrator for the Bank of Palestine in Salfit. Khalil joined OneVoice Palestine in 2009, currently working as a Financial Administrator. Khalil is married and has three children, he loves history, learning new languages, and traveling.

Wisam Ziadeh – Office Manager
Born and raised in Jerusalem, Wisam completed primary school in Sheikh Jarrah, East Jerusalem. Wisam graduated from the University of Bethlehem with a degree in English Literature. She moved to Ramallah to work in the private sector. She established a private

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import and export company with her husband. Through communication with Israeli companies to facilitate her business, Wisam understood the importance of ending the Israeli-Palestinian conflict and the damage the occupation has over small businesses in Palestine. Wisam also worked for several institutions aiming to end the conflict and peace building in East Jerusalem, later she became a staff member and part of OneVoice Palestine. Wisam is married with one daughter, she currently lives in Ramallah. Wisam faces pressures and challenges daily by the Israeli government as both Wisam and her family carry Israeli IDs and they are not allowed to live in the West Bank.

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Message

From: John Lyndon [redacted]
Sent: 12/15/2014 10:15:50 PM
To: Josh Nerpel [redacted]; Marc Ginsberg [redacted]; Mara Lee [redacted]; Jamie Kessler [redacted]
Subject: First Day in Israel
Attachments: ReporttoJohnLyndonregardingV15initiative.pdf

Hi all,

Wanted to give you an update from first day, which had an awful lot of meetings. Am anxious not to put a lot of sensitive stuff in email, as instructed, so as a brief summary:

1. **OVI Persuasion Work:**
   Met Niseem, Shir and Regev this morning. Disappointingly, a lot of what Niseem seemed prep to do was political analysis and pretty vague positioning. I stressed that we needed to move beyond this ASAP, and he felt that tonight's board meeting (more below) was proper jump off point for that to happen. His instinct seems to be that we must reposition TSS as being a non-left wing issue, which is hardly revolutionary thinking. Much more work is needed. I also heard from Elanit this evening that he is contracted to work with both Meretz and the group of pro-TSS generals that we're helping. I will speak to him and Polly tomorrow to ascertain truth of this, but if correct I have worries about his capacity to do the work, considering all three priorities will demand attention at precisely the same time.

2. **OVI team meeting:**
   Dan, Shiran and Nimrod joined. They seem to have a lot of ideas and enthusiasm, but it's unclear to me how effective they have been to date, and their potential to hit the sort of quantitative targets that they will need if the grassroots element is to provide necessary ROI. Mara: you no doubt have a better sense of this than me, but I think the more senior hires we're looking to add in this area need to be very impressive people in order to squeeze maximum out of existing capacity. There are clearly issues between them and Polly too. I did not engage them on this, as it isn't helpful dynamic, but will speak to Polly about the need to bring them with her and inspire their loyalty and enthusiasm.
   They also told me about a meeting held over weekend by a grassroots group—which Diskin spoke at—that seemed to have just the sort of energy and dynamism that we're looking to foster. I asked them to prepare a doc giving an overview (attached). They're called V15, and if what they said is true, then they're either going to be major competitors RE: media attention, volunteer recruitment, or else partners. We discussed some ideas for partnership, and I am trying to set a meeting up with one of their leaders on Thursday.
   Keren also prepared some excellent FB analysis, which should inform our geographic targeting for GOTV and grassroots activities. I've asked her to send it along ASAP, and we worked on some FB best practices, which she'll also type up.
   Shir will be moving into OVI office (all but one of the offices is now vacated by tenants) and her and Regev will be available 24/7 to staff and regional coordinators for social media and messaging work.

3. **Gad Ben Ari:**
   Good conversation with Gad about campaign positioning. He's very much of the opinion that we need to avoid focusing on TSS as prime talking point. I don't really agree, but the conversation can continue as Niseem's ideas get further developed. Marc: I asked him to return as consultant, as discussed, and we can review how it's working in January.

4. **Baruch Spiegel**
   Covered a lot of ground. Baruch is anxious that first tranche of money is transferred ASAP, and that Generals work and Arab work get green light this week, so work can commence. We discussed legal issues make up of the

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steering committee, and Baruch Mazor's role as financial controller for all programmes. All monies will be transferred to OVI, which gives us better legal positioning.

5. **Mohammad Darwashe**
   A lot of this was sensitive, so do not want to put into writing, save to say that I think it's well fleshed out, with plenty of partners and that we need to press ahead. Will speak to Daniel about it ASAP (looks like he's now not available tonight, so will speak tomorrow inshallah)

6. **Board meeting:**
   As usual, a lot of different POVs during 3.5hr meeting. Much more clarity and enthusiasm for Arab, Generals and GOTV work; persuasion component, as was always likely, is where there's big divergence. My sense is that steering committee is going to fairly naturally supersede board, but we need to ensure that we don't ruffle feathers and that everyone involved is heard out and acknowledged. I made strong appeal for board to open contact books, donor networks (in Israel and in diaspora) and media contacts to give extra fuel to this effort. Ady is going to assist in grassroots planning and in re-engaging of OV alumni network. Seeing her again on Thursday.

7. **Ephraim Sneh and Baruch Spiegel:**
   Spent most of conversation discussing Arab and Generals work and need for clarity and transfer of funds as soon as possible. All hinges on convo with DL. I also emphasised need for them both not to lose focus and attention on Jewish GOTV and persuasion work, which is much less fleshed out and requires their attention and support. They agreed.
   Also now seems likely (we'll know for sure by December 22nd..) that the Generals will be making API a central pillar of their campaign, asking MKs and party leaders to pledge to engage with Pals and Arab World and use API as basis for talks.

QUESTIONS:

1. Should we look at making 270/GOTV team available as resource for Arab work? Much greater ROI if we do, but need to clarify structure and priority. Suggest a convo between MD and Mara could be very good idea, so we can move beyond generalities and see if there's real value added.
2. Considering lack of clarity on persuasion work, and the news that API will be core of Generals campaign, is it worthwhile folding two together? Generals and Israeli civil society united, with both pressuring politicians to engage API. May be cumulatively more valuable than each being separate silos. Have not raised with OVI/Polly yet, but I find the idea intriguing. Thoughts?
3. What is cash flow situation post-CR? Can we (OV int) make initial transfer to provide cash cushion ($20k) that Baruch has requested, AND funds for initial hires?
4. Marc: have you had any word from DL on the doc you sent on Wed?

ACTIONS:

1. Mara: can you send the draft JDs and revised org chat ASAP, and I'll work with Polly to sort? Have asked Gad to help with recruitment too. Are folk available to join a call with Polly and me tomorrow to push this issue forward?
2. We spoke about a workflow last week, a first draft that detailed when key hires, decisions and partnerships needed to be sealed in order to continue moving forward. I appreciate that there's still a lot of ambiguity, but even a partially arbitrary version of this will help focus minds and stop people prevaricating. Let me know if it's possible to move on this with things as they are.
3. Marc: can you prepare an action plan for conveying conclusions to core donors and partners for start of next week? I can do same for OVF people. Need to know who top 5-6 people are who seem to be sufficiently engaged and resourced to write cheques.

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Apologies if this is a little scattered. Was kept at Ben Gurion for additional security interview and searches this morning for a few hours, so working off a lot less sleep than is ideal.
Once I've spoken to Daniel, I will write more full notes and hopefully have clarity on several of the things that are stalling progress.

Thanks,

John

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ELECTIONS 2015: Coalition for Change
Executive Summary

Overview
Israel is at a crossroads with the critical March 17th elections less than two months away. Their outcome will determine whether Israel reaffirms its character as the democratic homeland of the Jewish people or embarks down a road toward extremism. With Israel's weakening economy, declining peace process, and growing international isolation, the public is tired and frustrated by the policies of the current government. A majority of Israelis are ready for change, yet they remain unconvinced that there is an alternative to the unpopular status quo. Our mission is to turn that despair into hope by educating, empowering, and mobilizing the Israeli public to vote for change on March 17th.

Within this document are seven projects, each targeted at a different key segment of the Israeli electorate. Every one of the seven initiatives described below is **run by Israelis, for Israelis.** The OneVoice Movement (a registered Section 501(c)(3) under the PeaceWorks Network Foundation and a registered charity in England and Wales) and its branch headquartered in Tel Aviv, OneVoice Israel, is engaged with some of these projects; others are completely separate initiatives that we believe deserve attention and support. These highly professional independent projects—when taken together as a whole —are more than the sum of their parts. In combination, these distinct efforts hold the collective capacity to swing a critical mass of electoral votes and mandates, allowing an alternative, moderate government to form, one that will more likely prioritize ending the Israeli-Palestinian conflict. Our goal, working with this alliance of supporters and other organizations, is to ensure these upcoming elections are conducted in a manner that is pro-democracy and pro-civil society, featuring voices that communicate and understand the complexity of the security and social issues at hand, resulting in a government that can tackle Israel's biggest issues and deliver peace and security.

Initiatives:

I. V15: Jewish-Israeli Non-Partisan Voter Mobilization & Get Out the Vote (GOTV) Effort
II. OneVoice Israel's Media Campaign: Putting the Conflict on the Agenda
III. Arab Israeli Non Partisan Voter Mobilization & Get Out the Vote (GOTV)
IV. Commanders for Israeli Security: New Israeli Diplomatic Initiative
V. Uvdot: Non-Partisan New Israel Majority Polling and Media Campaign
VI. Ultra-Orthodox Voter Persuasion Campaign
VII. Media Campaign to Awaken the Public via Ofir Kedar & Mika Almog

I. V15: Jewish-Israeli Nonpartisan Voter Mobilization & Get Out the Vote
Organization Leads: Nimrod Dweck, Itamar Weizman
Basic Budget: $3.18 million
Scaled Budget: $8.84 million (expansion of paid canvassers, telephone outreach, digital media, and Election Day visibility, radically increasing numbers of Israelis reached)

V15 is a data-driven Get Out the Vote (GOTV) campaign that strives to increase the turnout of the center and center left. Led by two young Israelis with political and high-tech backgrounds who quit their jobs when elections were called, V15 has a dedicated mission: political change. This initiative is fueled by 15,000 volunteers and a paid canvassing team, who together will reach a minimum of 250,000 Israelis between now and Election Day. V15 is working with the consultation and guidance of 270 Strategies, the same group responsible for Obama's best-in-class grassroots field activism during his 2008 and 2012 campaigns. Together, V15 and 270 represent the most sophisticated GOTV approach to Israeli elections to date. V15 has built an impressive array of partners and substantial

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momentum already, with a three-phase plan leading to a mass mobilization for March 17th under the banner, "it's simple: we're changing."

II. OneVoice Israel's Media Campaign: Putting the Conflict on the Agenda
Organization Leads: Polly Bronstein, Shir Notsatzki, and Regev Contes
Basic Budget: $600,000
Scaled Budget: $900,000 (increased billboards, radio spots, and digital advertising)

OneVoice Israel (OVI) is launching a targeted media and social media campaign aimed at ensuring that the Israeli-Palestinian conflict is on the electoral agenda, and is a factor in coalition formation negotiations and the program for Israel's next government. OVI's highly creative and experienced media team includes the figures who led the 2011 social protest. These same individuals also ran the highly visible *Peace: It Also Pays Off* campaign, and are now preparing to tie settlement growth and the ongoing conflict to increasing socio economic gaps and international isolation. OVI's well established media contacts and large grassroots capacity will both be leveraged to ensure that the core message penetrates the electoral discourse and informs the agenda. OVI's Palestinian partners are launching a new campaign highlighting the non-violent and pragmatic partner on the other side of the Green Line, thereby countering the prevalent "no partner for peace" narrative of the Israeli right.

III. Commanders for Israeli Security (CIS): New Israeli Diplomatic Initiative
Organization Leads: Gen. Amnon Reshef, UNIK Media, Andromedia
Basic Budget: $1 million
Scaled Budget: $1.8 million (expanded media budget and staffing structure to allow targeting of key Israeli demographics)

"Commanders for Israeli Security" (CIS) is composed of 170 of Israel's top security elite - all with the rank of General, or equivalent - who have come together to present an alternative model of national security based on diplomatic initiatives. These leaders are determined to ensure security issues are not solely framed through the prism of right-wing politics, thereby weakening the ground upon which the right wing intends to fight the election. In the coming months, CIS will roll out a highly visible media campaign, issuing op eds, giving interviews to the media, and running nationwide series of town hall meetings. Under the leadership of General Amnon Reshef, their core message is that "the current Israeli leadership is endangering Israeli security."

IV. Arab-Israeli Nonpartisan Voter Mobilization & Get Out the Vote (GOTV)
Organization Leads: Fadoul Mazzawi, Mohammad Darwashe, Ja'afar Farrah
Basic Budget: $2.3 million
Scaled Budget: $2.8 million (expansion of Election Day work, greater media reach)

Arab-Israeli voters have typically been underrepresented in recent Israeli national elections. And yet, their votes are pivotal to the formation of any center-left government. The Arab-Israeli Nonpartisan Voter Mobilization & GOTV initiative intends to counter this underrepresentation with paid canvassing work that focuses on 23 key municipalities, and will be coupled with a social and conventional media drive for the remainder of this demographic. This initiative will moreover seek to logistically support marginalized communities with low voter turn-out, most of whom live a considerable distance from polling stations, particularly the Bedouin community. The canvassing plan is being developed by a collaboration of Arab-Israeli and international experts with previous experience in running other smaller, but successful, GOTV projects in this area, while an executive team and board drawn from a wide range of non-partisan and legitimate local voices assures that the message will reach a broad audience. Although this initiative has

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no direct interaction with the others described, it is symbiotic in its objective to deliver change.

V. Uvdot: Non-Partisan New Israel Majority Polling and Media Campaign
Organization Leads: Eyal Arad, David Eichenbaum, Jim Gerstein
Basic Budget: $2.5 million
Scaled Budget: $4.5 million (radical expansion of media reach)

Uvdot is an independent media campaign that will operate completely outside of the political parties. Its prerogative will be to raise public doubts around Netanyahu's government and the right wing interests it serves. With the aim of moving 5% of the electorate from right to the center, *Uvdot* (Hebrew for "facts"), is the joint project of some of Israel and the United States' finest political campaigners and pollsters. Their guiding principle is rooted in data, which will steward their efforts to control the election narrative by defining Netanyahu and reminding voters what they don't like about his policies.

VI. Ultra-Orthodox (UO) Voter Persuasion Campaign
Organization Leads: Ari Eitan
Basic Budget: $315,000
Scaled Budget: $500,000 (greater media budget and Election Day activity)

The goal of this initiative is to move UO votes from the right to the center, countering a recent trend that indicates growing UO support for Bennett and the radical right wing. The UO constituencies are made of at least 700,000 people, concentrated in approximately ten cities in 130,000 households. Prominent rabbinical sages of the UO sector are gone, which has created a leadership vacuum. This vacuum has the potential to favor either a future center-left or extreme right-wing coalition depending on advocacy. A media campaign has been designed that plans to legitimize the center and center-left in the eyes of UO voters, while simultaneously creating a feeling of antipathy toward the right wing, who have made decisions that go against the interest of UO communities.

VII. Media Campaign to Awaken the Public via Ofir Kedar & Mika Almog
Organization Leads: Mika Almog, Ofir Kedar
Basic Budget: $2.5 million
Scaled Budget: $3.5 million (greater resources for video promotion, as well as rapid response budget allowing team to react in real-time to events during the election)

Using video content to challenge the apathy and disinterest felt by many Israelis towards these elections, some of Israel's best video creators are working to design content to appeal to key "swing" demographics, identified via cutting edge polling. Delivery of the message will be done largely via voters' social media feeds, allowing much more sophisticated targeting than found on television or print media. This media campaign will work in close collaboration alongside V15 and OneVoice Israel's efforts, with select content feeding into the other targeted campaigns referenced above.

Sharing Resources and Capacity
Each of these projects delivers an electoral output: more votes to the center and center left, creating a better environment for the formation of a government which changes the direction of Israeli diplomacy and makes a two-state solution a priority. No one project on its own can achieve this outcome.

With the exception of the Arab project and the ultra-Orthodox campaign, each project lead sits on a Steering Committee, which plans to meet once a week in Tel Aviv. Legal advice and financial services are provided to the Steering Committee members by OneVoice and

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the PeaceWorks Foundation, and pooled media buys and vendor contracts are sought where possible so as to maximize return on investment for each project. The Steering Committee is chaired by Brig. General Baruch Spiegel, with Amir Kfir, a top-level Israeli management consultant, providing structural guidance and facilitation for the group. Financial oversight is provided by Baruch Mazor, a top-level Israeli accountant and financial controller with experience of managing organizational budgets within one of Israel's clandestine security services. Gilead Sher of Gilead Sher, Kadari & Co provides legal advice and consultation to all members.

The Importance of Your Support

It is already very clear that significant resources are being mobilized by the extremist forces in Israeli politics, and that a huge effort by committed Israelis and friends of Israel will be necessary in order to ensure that March 17th is seen as the turning point; the moment when Israel recaptured the dynamism, bravery and vision that was so central in its founding and development. Time is very short for each of these efforts and for the greater goal of ensuring that these elections deliver the change that Israelis deserve. Support for these programs is only sought from international friends of Israel, people with solid track records of support for the nation-state of the Jewish people, and whose credentials as committed Zionists are unimpeachable.

These projects were selected due their strength and strategic cohesion, and they deserve all of the support and backing that progressive friends of Israel can provide. In addition to the more comprehensive overview you should have received, full budgets and work-plans are available for each project upon request. **100% of all money raised will go directly toward the organization in question.** The PeaceWorks Foundation in the United States and OneVoice Europe in the United Kingdom can process donations for all of the above-referenced projects.

For more information:

UK/Europe: John Lyndon, [redacted]

United States: Christina Teler, [redacted]

Israel: Baruch Spiegel, [redacted]

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15th of December, 2014

Report to John Lyndon Regarding V15 Initiative

What Is V15?

- V15 is based on the shared premise that the center-left block can and should communicate and operate in coherence and unanimously despite having different political views. In order to guarantee the latter takes place we need to develop a consistent strategy for all the different players in the center-left block.
- The right wing blocks communicates unanimously, acts in a tightly coordinated way, leans on institutions, organizations and budgets which assists it to win. The only way to achieve victory is to adopt this model - coordinating, organizing, targeting and partnerships.
- V15 is intended to bring back the feeling that the center-left block is here to win and that victory is achievable.

Goal: Founding a center-left government after the general elections for the 20th Knesset

Strategy: Creating a temporary extra-parliamentary front - ad hoc for the elections, over the next three months

Targets:

1. Effectively pressuring center-left block leaders to prevent them from joining a coalition with the right wing parties headed by Netanyahu and Bennet, including a prospective public declaration about it.
2. Creating an inclusive political alliance between Israeli-Arab sector, the ultra orthodox sector and the center-left block.
3. Creating the atmosphere among the center left block that victory is within reach.

Core Principles

1. Big tent cross-partisan and cross-organizational cooperation in the center-left dedicated to enlarge the block as a whole and replacing the current government.
2. Creating an open source set of tools designed to make the mapping and targeting of voters easier and more efficient, spreading the message, focusing the message and mobilising the voters.
3. Flexible, responsive and fast inclusion of all interested in joining, including connecting activists in order to improve cooperation to the fullest.
4. Neutralizing internal political disputes inside the block.

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5. Optimistic Discourse and message.

Funding:

- Crows funding
- independent/private donors
- funding from NGOs
- funding from foundations

Organizational Structure - Working teams:

- **Tool Kit Team** - a team dedicated to creating a digital toolkit to facilitate the other teams: development, design and programming.
- **Creative and Content Team** - dedicated to generating ideas and initiatives which serves the entire block. The team will be in charge of shaping the message, sharpening it and spreading it. Example: http://www.thegreatechloe.com/
- **New Media Team ("Web Sharks")** - dedicated to coordinating and distributing messages on social media that the creative team creates. includes cooperation with popular social media users and leadings FB pages.
- **Analysis and Mapping Team** - dedicated to collecting, mapping, analyzing and targeting all the voting data from the previous two general elections system.
- **Research and Monitoring Team** - dedicated to providing opposition research, issuing reports with facts and figures ready to use, monitoring the news and media and providing a daily document about trending topics for the entire apparatus.
- **Field Team** - initiating field activities based by region in order to convince undecided and center-right voters to join the block and mobilise center-left voters for activities and voting.
- **Elections day team ("D-Day Team")** - in charge of planning the targets and benchmarks for elections day and executing it.
- **Resource Team** - in charge of featuring the resource needs of V15, fundraising and finance, including purchasing and collecting money-worth services and products.

Examples of people engagged in V15

- **Tom Wagner** - served as the spokesperson of Ehud Barak while he served as prime minister, was the communications director of Amir Peretz and the Labor party 2006 campaign, managed several municipal and commercial campaigns.

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- **Sharon Shachaf** - Works at Molad: The Center for the Renewal of Democracy, one of the main figures in the 2011 social protest, previous spokesperson of the Histradrut - the Israel trade union.
- **Elad Laor** - Former Central Regional Coordinator at OneVoice
- **Prof. Aviad Kleinberg** - Professor of History at the Tel-Aviv university, author of several books and commentator on political issues at the media.

How OneVoice Can Benefit from this Cooperation

OneVoice Israel's goal in the coming general elections is to amplify the silent-moderate majority into a majority in the Knesset and founding a center-left government which is committed to the two-state solution and the end of the conflict. "Victory 15" (V15) is a genuine authentic grassroots initiative designed for the sole purpose of replacing the current government with a pro-peace center-left coalition.

Since the initial idea of gathering a group of young activists for the first event took place, over 300 people have turned out - 4 days have passed, with Yuval Diskin coming up to express his support and commitment and generating immediately working teams.

The demographics at the launching event consisted of young professionals (25-40). Due to the remarkable similarity between OneVoice and V15 goals, we believe that the best way to achieve our goals and empower OneVoice, during the elections campaign and thereafter, is to integrate into V15 and go on a mission on the behalf of OneVoice.

Unlike OneVoice, V15 isn't a permanent grassroots movement but a permanent initiative, non-hierarchical and with a flat structure. While the OneVoice activist demographic mainly consists of students, V15 has managed to recruit and assemble in a brief period of time young, experienced, dedicated professionals.

What we offer is to become the de-facto executive level of the field activity and become an asset for V15 to the point that they will come to us and not the other way around. We would become their field managers and by that we will gain the following:

- **Activists** - Wherever V15 goes around, we are in a unique position to enjoy its human capital. We believe that we can become the dominant element of V15 in terms of field activity and decision making. Whether V15 rises or falls - we are there to recruit activists in all levels and regions. Further, we could also shape the character of the activity to benefit of OneVoice 'sgoals.
- **Data** - We'll have access to all the data which V15 collects with an emphasis on young professionals and our target audience contact.
- Organizational Prestige and influence in the political community.

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At this point and in the current circumstances both OneVoice and V15 have their own strengths and weaknesses. We believe they are not overlapping but complentary. Combining V15 and OneVoice will bring more prosperity and success to the largest cause and to OneVoice in the long term.

We suggest the promotion of OneVoice's goals under a larger umbrella.

According to our understanding, if this cooperation doesn't take place, V15 will continue to grow and prosper and OneVoice will remain stagnant.

Suggestion for Possible OneVoice Activities in V15 Framework

- OneVoice will enable, assist and support recruiting OneVoice activists to V15 campaign activities while protecting and strengthening the organizational identity of OneVoice activists in order to train the future generation of OneVoice activists after election day.
- OneVoice Will contribute to V15 in money-worth facilities and services - Example: using our conference room, using telephone at the office, etc.
- OneVoice will provide the space and physical equipment to the telemarketing operation, and the coordinator - while V15 will provide the volunteers and telemarketing software system.
- Hosting all coordination and other important meetings in OneVoice offices, which will increase our influence over the initiative.
- Dedicating 50% of the Regional Directors' time to integrating in key positions in the working team
- Initiating and financing activities and campaigns focused on the TSS and foreign affairs and security issues.
- Using the organizational know-how, training, consultants, contacts and other OV capabilities to support V15 efforts.

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ONEVOICE/VICTORY 2015 ISRAEL ELECTION
CAMPAIGN STAFFING & RESPONSIBILITIES
As of January 14th, 2015

ONE VOICE EXECUTIVE TEAM (International)

Global Executive Director: John Lyndon – Oversees the persuasion campaign in its entirety, specially focusing on the media & communications, political, partnerships, and international components. Responsible for communicating to major donors, aligned interests in regards to campaign activities, and other interested parties and supporters. Manages U.K. based staff. Also works to communicate campaign plans with OVP and oversees internal communications as a whole.

U.S. Executive Director: Josh Nerpel – Oversees finance, administrative and operations staff, in addition to overseeing the campaign budget and finances as a whole. Provides support for the persuasion and GOTV efforts, with a specific focus on the field elements. Coordinates U.S. efforts, manages U.S. based staff, and coordinates with major donors. Manages the relationship with 270 Strategies in coordination with the International Organizing Director.

VICTORY 2015 EXECUTIVE TEAM (Based in Tel Aviv)

OVI Executive Director: Polly Bronstein – Directly manages the communications, political and Israeli partner components of the campaign – while having full visibility and input on the grassroots and GOTV components. Manages OVI operational and finance staff. Acts as a liaison to the OVI Board of Directors and is the public face of OVI. *Works extremely closely with the rest of the Victory 2015 Executive Team.*

International Organizing Director: Mara Lee – Oversees the grassroots, data, and GOTV components of the campaign – while having full visibility on the messaging and communications components. Manages the relationship with 270 Strategies in coordination with the OV U.S. Executive Director. *Works extremely closely with the rest of the Victory 2015 Executive Team.*

Head of Communications and Messaging: Nimrod Dweck – Helps manage and coordinate the communications and messaging components of the campaign – while having full visibility and input on the data, grassroots, and GOTV components. *Works extremely closely with the rest of the Victory 2015 Executive Team and reports to OVI Executive Director.*

Head of Field and Operations: Itamar Weizman – Helps manage and coordinate the grassroots, data, digital, and GOTV components of the campaign – while having full visibility on the messaging and communications components. *Works extremely closely with the rest of the Victory 2015 Executive Team and reports to the International Organizing Director.*

CAMPAIGN GRASSROOTS, DATA & GOTV] TEAMS (Based in Tel Aviv with the exception of regional staff and 270):

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Field Director: Feya Hillel – In charge of overseeing campaign field operations and managing the field staff. Directly manages the Regional Field Directors and their work in the field. Also manages the Volunteers Director. In charge of the implementation of the field campaign and for field reporting, and ensuring field staff are meeting their goals. *Works closely with the Training Director, Canvass Director, and reports to the Head of Field and Operations.*

Field Program Director: Elanit Green – Coordinates all aspects of field operations, including programming and events, and ensuring that the field staff have the materials they need to be successful. *Works closely with Field Director, Logistics Director, and Training Director on all aspects of operations. Reports to Head of Field and Operations.*

Training Director: Ayala Brilliant – In charge of running the revamped OVI Leadership Program for students and for identifying the training needs to support the volunteer programs, including organizing, scheduling and creating the training programs for all OVI and V15 activists. Helps support and execute campaign trainings for staff and volunteers. *Works closely with the Field Director, Canvass Director, and reports to the Head of Field and Operations Director.*

Paid Canvass Director: Inbal Ben Ezer - Responsible for overseeing the paid canvass program. Responsible for bringing on and coordinating with a recruitment firm to bring in high quality people to canvass door-to-door. *Reports Directly to International Organizer*

Research and Canvassing Director: Boaz Gur – Runs the canvass program in its entirety: targeting, data collection and entry, goal setting, metrics reporting, and identifying operational needs. Hires and manages the paid canvassers. *Works closely with the Field Director, Training Director, and reports to the Head of Field and Operations Director.*

Volunteers Director: Itay Zimner – In charge of the intake of all volunteers and routing them to the correct regional field organizer or other team. Manages Regional Volunteer Coordinators. *Works closely with the Field Director, Training Director, Field Program Director, and reports to the Logistics Manager.*

Regional Field Directors (6): – In charge of managing Field Organizers in their regions and coordinating efforts to maximize volunteer recruitment, supporter identification, list building, metrics reporting, and event creation and management. *Reports to the Field Director.*

Field Organizers (40): In charge of managing the field operations in designated geographical areas or demographics and recruiting volunteers, identifying supporters, list building and data entry, metrics reporting and event management. *Reports to the appropriate Regional Director.*

Canvass Advisor (International): Kane Miller -
Paid canvass expert that is responsible for designing the paid canvass program. Works to help evaluate success of the program. *Works hand in hand to support the Research and Canvass Director and Field Director and reports to the International Organizing Director.*

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Chief Technology Officer: Yoav Moshe – In charge of designing and customizing the V15 supporter database, training all users, and overseeing the data entry applications, forms and processes. Looks for new ways to use technology to support the grassroots and GOTV efforts. *Reports to the Head of Communication and Messaging.*

Regional Volunteer & Local Operations Coordinators (4): – Manage the regional volunteer centers and coordinates and schedules volunteer shifts. Trains volunteers and ensures all tasks support the grassroots and GOTV teams. *Works closely with the Regional Directors and Reports to the Field Director.*

GOTV Director: Ud Diron – Responsible for all GOTV planning – including targeting, logistics and day-of turn out operations. *Works closely with the Field Director, Head of Field and Operations, International Organizing Director, and Head of Communication and Messaging. Reports to the Head of Field and Operations.*

Grassroots & GOTV Advisors: 270 Strategies – 270 will provide advisory, strategic, data and support services for the grassroots and GOTV efforts. Works closely with staff across the campaign. *Reports to the OVI U.S. Executive Director and the OV International Organizing Director.*

Paid Canvassers (100) – Hourly staff paid by the hour that engage voters and build our lists by getting people to sign-up. *Managed by the Canvass Director.*

CAMPAIGN COMMUNICATIONS TEAM (Based in Tel Aviv with the exception of Payton):

Political Advising & PR: Ori Ramati – In charge of all press material creation and relations, works to ensure message consistency across campaign activities, and to ensure communications efforts are supporting grassroots work as part of all persuasion activities. *Works closely with the entire communications team, the U.S. based communications staff, and reports to the Head of Communications and Messaging.*

Media Strategy and Creative and Content directors: Itay Nagler and Nadav Saadia – Responsible for designing the campaign messaging and creative. Works with head of communication and messaging on media plan. *Works with the entire communications team and reports to the head of Communication and Messaging.*

Copy-writing Team: Shay Ater and Gil Dickman - Responsible for all written content over the various digital platforms, printed material and etc.*Works closely with Copy-writing team, creative director and head of communication and messaging. Reports to head media strategy and creative strategy directors.*

New Media Director: Lior Abazon - Responsible for all aspects of social media content, distribution and etc. *Works closely with Copy-writing team, creative director and head of communication and messaging. Reports to head media strategy and creative strategy directors.*

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Communication Monitoring: Liad Herman - Responsible for monitoring he Israeli media and generate daily reports with information for the messaging and communications personnel use. Responsible for coordinating political monitoring and fact checking. *Works closely with media strategy, creative directors and the campaign spokesperson. Reports to Media strategy and creative directors.*

Creative Director: Shachar Cotani – Designs, creates and then implements the campaign visual strategy. *Works closely with the entire communications team and reports to the head of communication and messaging.*

Video Producer: Ofir Kedar – Creates viral videos to support the persuasion and GOTV programs and create momentum in the public and political spheres, for V15 , OVI campaign and non affiliated guerrilla videos. *Works with the entire communications team and reports to the OVI Executive Director.*

Campaign Communications Advisor (Part-time/International): Payton Knopf – Advises on campaign messaging and research to help inform campaign messaging.

OVI Webmaster: Assaf Halachmi – Posts web content on behalf of the communications and grassroots team. *Assists the OVI Communications Team. Reports to OVI Executive Director.*

FINANCE & ADMINISTRATIVE TEAM (Based in Tel Aviv):

Logistics Manager: Shay Golub - In charge of all V15 logistical needs, including field logistics and media needs. Manages the Volunteers Director. *Works closely with the Field Director, Field Program Director, and reports to Head of Field and Operations.*

OVI Office Manager: Meytal Zeidman – Manages logistics and administrative support for the staff, including office space, billing and invoices, and suppliers and providers. *Reports to the OVI Executive Director.*

OVI/V15 Finance Manager/Bookkeeper: Leonid ? – Manages finances and budget, accounts payable. *Reports to the OVI Executive Director and coordinates with OV U.S. Executive Director.*

International Operations Manager: Jamie Kessler – Provides support for the operations of the campaign and supports the persuasion and GOTV teams and helps communicate with the international staff. Works closely with the OVI Office Manager, the Logistics Manager, the Head of Field and Operations, and the International Organizing Director. *Reports to the OV U.S. Executive Director.*

Assistant to OVI Executive Director (Part-time): Keren Abreyava - Manages and coordinates all administrative and logistical needs for the OVI ED including scheduling, travel, and other general support. *Reports directly to the OVI Executive Director.*

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Message

From: Josh Nerpel [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JOSH]
Sent: 12/19/2014 11:10:15 PM
To: Payton Knopf [redacted]
Subject: Fwd: Main points of V15 agreement – 19.12.14

This is what I was referring to.

Begin forwarded message:
From: Jeremy Bird [redacted]
Date: December 19, 2014 at 8:36:51 AM EST
To: Josh Nerpel [redacted]
Cc: Mara Lee [redacted]
Subject: Re: Main points of V15 agreement – 19.12.14
Agree on all of this

Sent from my iPhone

On Dec 19, 2014, at 12:36 AM, Josh Nerpel [redacted] wrote:
Thanks for the feedback. I think Mara and I agree with you that the energy these guys can bring is exciting. My concerns are just making sure we are making deliberate decisions based on understanding the different sides of each point before making those decisions. The email below suggests a lot of things agreed upon that would greatly benefit from your guys' (2/0 and Mara) input as the field experts before decisions are made haphazardly.

There is a larger element/problem that is not captured in the emails below. On a call with John there is a suggestion of running a number of different field efforts, persuasion/ an OV field effort/ a gotv effort, possibly branded as v15, possibly not, that are all running at the same time but with slightly different objectives, but to some degree managed by you guys and Mara.

I think having too many different efforts going at the same time is a recipe for disaster. Our goal is simple: build lists while persuading people that voting is important and then taking action to turn those people out to vote.

If we try to have too many different goals with too many different brands and staffing structures we are going to divide the efforts and reduce our capacity for effectiveness.

It is a bit hard to explain the intention of how these different operations as john and polly envision it because it doesn't really make sense to me, but before it does get too far down the track, I would request that we have a call with John and Polly so that they can explain it and you can offer your expert opinion.

My concern is that without this larger point addressed, whatever we do with v15, is going to be overly messy and not properly managed. We have too little time to plan for this that making big mistakes early on that are not well informed and consulted on could jeopardize our overall success.

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On Dec 18, 2014, at 10:55 PM, Jeremy Bird [redacted] wrote:
I read the email chain. I share some of your concerns and also have some optimism that the v15 folks are the type of people who will be great to work with.

The biggest alarm for me was the money for t-shirts. The first thing that you all need to do is agree on an overall budget. One off purchases like that with no budget makes for potential chaos and money mismanagement.

I also did not like the language of them bring on 40 staffers. The overall effort will bring on 40 staffers -- maybe, if that is the plan -- but they will need to vetted through a process and signed off on by Mara as Josh says in his email.

I know there will be tensions here, and that is ok. I think it is good to just acknowledge that from the beginning. Most important thing here is to do early relationship building so there is trust. We will likely need to give a little, and they will certainly need to give as well. I am hopeful that they are giving folks who will be open to structure and accountability. We will need to be somewhat more open too.

These are just my initial thoughts. I do like the V15 branding since that is a nice frame for the elections. Good to know that Daniel is on board with this.

On Thu, Dec 18, 2014 at 8:25 PM, Mara Lee [redacted] wrote:
Jeremy - Josh and I wanted to share this with you so you have some visibility on this ahead of time - and then we would like to do a call with you. Josh, John and I to try and ensure we set up a structure across the board that makes sense. Unfortunately some new ideas for structure crept up today in Israel without being vetted by the larger team...

There are obviously lots of concerns laid out in the email below re: our own staff making any early 'agreements'... also the belief from OVI & John that they need a separate campaign and staffing plan for OVI and for victory 2015.

Josh and I both think that if we can create a coordinated campaign model here under the one logo (which may be victory 2015) that we run and provide the messaging for (to be informed by our polling) there is no need to keep extra OVI resources and build field efforts that will be duplicative by nature if not by intention (and much more complicated to manage). And Polly can do the political piece and OVI gets the data after.

I think it's important you know Daniel has said from the outset that he doesn't care about building the OneVoice brand - he just wants to win (so in some ways - which is also somewhat odd - the goal is not to use this as an opportunity to build our brand)

Eager to get your thoughts on if you think this approach is right given all the context and other moving pieces. If so - we may need your help to help get there. And of course - if you have other suggestions we are open to them.

Thanks in advance. I will also be talking with the V15 folks tomorrow so will try to bring some clarity to much of this.

Sent from my iPhone

Begin forwarded message:

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From: Josh Nerpel <[redacted]
Date: December 18, 2014 at 3:57:58 PM PST
To: John Lyndon [redacted], Mara Lee <[redacted]
Subject: Fwd: Main points of V15 agreement – 19.12.14
John,

I think is makes sense to discuss some of the particulars of this with Jeremy and get his advice before any formal agreement is made with them.

There are some areas below that i think his experience can be very helpful in what we agree to and how it is setup operationally.

Thoughts?

Josh

Begin forwarded message:
From: Josh Nerpel <[redacted]
Date: December 18, 2014 at 6:52:16 PM EST
To: John Lyndon <[redacted]
Cc: Elanit Green <[redacted]>, Mara Lee <[redacted]>, Polly Bronstein <[redacted]
Subject: Re: Main points of V15 agreement – 19.12.14
To be clear, what are the funds going to other than t-shirts? There are two disbursement amounts below.

I would ask that we hold on disbursing any more funds to them until we have an agreement with them.

Was everything that was referenced below as agreed conveyed to them as agreed upon in person?

If not, it may be prudent to convey to them in writing what has been agreed on and what hasn't until we have been able to agree in person what we are comfortable doing so that it is clear in writing and there is no ambiguity that there is still much to be worked through.

On Dec 18, 2014, at 6:39 PM, John Lyndon <[redacted]> wrote:
Thanks Elanit,

I wasn't in this meeting, so want to make sure a couple of points are clear:

- 'agreed' and 'requested' are very different things. There is still a lot to be thrashed out here

- even in areas marked 'agreed'- particularly in relation to hires- it is Mara who makes call, and that was agreed with them from outset. It's all conditional on her OKing it.

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- the 40 paid employee piece is not something that we discussed during debrief and needs a lot more discussion as to what this means.

over coming days the 'nothing is agreed till everything is agreed' principle stands. We need to ensure that we are happy with each element before signing off on totality.

data collected is IP of Onevoice. I believe this was agreed.

Thanks

John

John Lyndon
Executive Director
PLEASE NOTE THAT WE HAVE MOVED OFFICES. NEW CONTACT DETAILS BELOW*
OneVoice Europe
[redacted]

On 19 Dec 2014, at 00:31, elanitgreen onevoice[redacted] wrote:
Hey all,
I've written up the main points from the meeting with V15 today.
Polly- feel free to add anything I missed out.
Have a great weekend!
Elanit

Main points of V15 agreement – 19.12.14

- It was agreed that One Voice and V15 will partner for the coming elections.
- We agreed that the v15 brand and structure will be brought in to the One Voice movement but without the One Voice logo on it – the v15 logo and messaging remains.
- V15 expressed that they would like to bring their existing team to be on the payroll - currently 5 staff members.
- They would like to work freelance rather than full time employees. This is also a preference of other members in the team.

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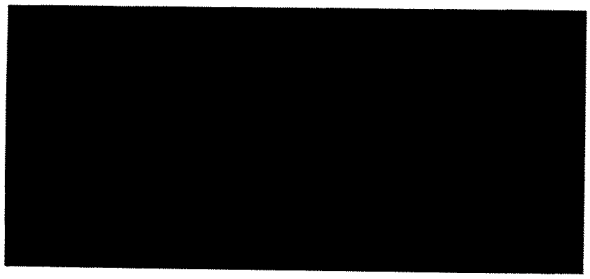
- The V15 structure will be under One Voice and they will be working under the supervision of Mara Lee.
- We will not hide the One Voice involvement in V15, but as far as the public is concerned V15 is a separate brand
- Key staff such as data director and spokesperson will be joint for OV1 and V15 we will not be hiring double staff.
- V15 requested that for the first stage they will bring on 40 paid staff members.
- **Salaries**: Field coordinators will be on NGO salaries (4000 NIS for part time employees and 7000-8000 NIS for full time employees) the tech developer will be on a higher salary of approx. 15,000 NIS.
- It was agreed that V15 will continue fundraising from Israeli business people.
- We authorized 15,000 NIS to be spent on T-shirts and publicity materials. Today another 10,000 NIS has been authorized to be spent for continued working. This will be given back to V15 in the form of receipts and paid by check.
- V15 agreed to send their planned structure, the draft of a planned budget. One Voice agreed to adjust and synchronize our structure together and sent to V15.

Best,

Elanit Green
Project Manager, One Voice Israel



<Main points of V15 agreement.docx>

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Elections Campaign Overview

Overview:
Laid out below is a report, as of 19th of Dec, on the three distinct projects that OneVoice is currently engaged in either running, or providing financial and in-kind support for during the period leading up to the Israeli election on March 17th 2015.
OneVoice has never engaged in simultaneous, distinctly separate projects such as this before, so such an effort requires a new structure in order to effectively manage each priority, which precedes the projects below.

1. **Structure:**
   A steering committee is being formed in Israel, led by Baruch Spiegel, which will have oversight—to varying degrees—of each project. At present, Baruch intends this committee to involve David Simcha, Ephraim Sneh, Baruch Spiegel, Gilad Shor, Eti Livni, Daniel and/or John. Serious consideration needs to be given to membership, as this committee could be stronger and more heterogeneous. It is quite old, male-dominated and narrow in background/expertise, with heavy tilt toward security. Addition of a media/PR/politics person such as Orielia Ben Zvi, and/or someone with grassroots experience such as Ady Balderman is highly recommended and I have suggested to Baruch, who is considering. Avi Gill should also be considered as it will help with broadening fundraising base and getting Danny Abraham on board, in addition to leveraging Avi's considerable expertise and contacts.

   On a day to day operational level.

   - Persuasion/GOTV will be run by Polly Bronstein/Mara Lee;
   - Generals Project will be run by Amnon Reshaf;
   - Arab GOTV will be run by Mohammad Darwashe.

   International transfers for each programme will be made directly into OVI's account, with a separate account already created for the funds, and Baruch Mazor will have oversight of all financials. It will be his responsibility to release funds according to approved budgets, and to review spending retrospectively to ensure that they have been spent as described. Each project will report to the Steering Committee at regular intervals, with this process managed by Baruch Spiegel. Key strategic decisions will be analysed by board ahead of time.

   Next Steps:
   - Conversation with Baruch Spiegel about committee make-up (John/Daniel)
   - Improved strategy documents sent to Avi Gill, and meetings arranged with key personnel (John)
   - Org chart for how committee interfaces with each organisation prepared (Baruch and Polly)

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2. **OneVoice Israel Persuasion & GOTV**

Overview:

OneVoice Israel is planning a comprehensive persuasion (i.e., voter education, canvassing, digital, grassroots and media) campaign, as well as a GOTV component which will be separately branded, but with deep organisational links, with staff, administration and key resources overlapping in critical areas. The key guiding principle here will be that resources between the two are shared/unified, unless there is a compelling reason for that not to be the case.

The creative concept for the persuasion work, which will commence in January, is currently being developed. We are in discussions with Jim Gerstein to lead the polling and analysis that will frame the approach for this work. Subject to negotiations, he will need to travel to Israel ASAP so as to quickly develop methodology and begin work, feeding into the development that is already underway by OneVoice's Israel's strategy and creative team, led by Niseem Duwek and his company UNIK, working with Shir & Regev, who have formed a working group to move this work forward. They are meeting on Sunday 21st of December in order to develop plans. Important questions such as core messaging—including the position of the conflict/TSS within the creative—the media mix, timeline and grassroots component still need to be developed. Rapid progress on polling, as well as continued brainstorming and creative development by Niseem, Shir and Regev in parallel, must be highest priority so that we begin to hone our approach and answer these critical questions.

In parallel, there has been major progress in OVI's GOTV efforts. A grassroots coalition of very committed and creative young Israelis of a centre-left persuasion has organically developed in Tel Aviv over the last the three weeks. They call themselves V15 (*Victory 2015*), and have made impressive progress in very little time and with no paid staff or financial backing. 350 Israelis attended their launch event (which Yuval Diskin spoke at) and they have developed a network of circa 100 committed activists providing volunteer hours and in-kind donations (software development, event organisation, telephone banks, printing etc.). Their message is targeted at young, secular, centre-left-orientated Israelis, and its call to action is to defeat apathy and cynicism, and change national agenda by getting out and voting. At least two of their senior staff, Itamar Weizman and Nimrod Dwek, will be joining OVI's GOTV team as fulltime staff on temporary 3 month contracts, with V15's networks, momentum to date, and resources being absorbed into our GOTV effort, but retaining the V15 brand so as so capitalise on the organic, grassroots and dynamic resonance that they have quickly created.

They will work under the direction of Mara Lee, Polly Bronstein, and the 270 consultancy team to first develop the structure and division of labour that this partnership will operate within, and then to develop the strategy that will inform our GOTV efforts between now and election day; all the while continuing to ramp up the efforts that they already have undertaken to build capacity, momentum,

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and membership. With 270 and Mara's best-in-class international expertise, plus their energy and local expertise, we should have a very powerful vehicle that marries the best of both worlds.

The data collected from the persuasion and V15 work will both feed into one database that will support both agendas, culminating in the GOTV actions in closing stages of election campaign. Critically, this data will then be property of OneVoice Israel to leverage in the post-election environment, giving us what should be the largest progressive list in Israel and a highly motivated, national activist core which can be deployed after elections to ensure that the next government must take heed of our agenda.
There are still important organisational and structural questions to be answered here. most importantly the relationship between OVI's persuasion campaign and the V15 campaign, including staffing, chain of command and allocation of resources. My view is that it is probably best to view OVI's yet to be named persuasion campaign and V15 as two separate but overlapping and mutually reinforcing campaigns. We will not hide the relationship between the two, but for the vast majority of Israelis who are exposed to either/both campaigns, the will be seen as separate entities.

Daniel Lubetzky has pledged $2.5 million as an initial commitment to these overlapping priorities. Additional resources will be required in order to ensure that these priorities have chance of realising their potential, and active fundraising needs to begin in earnest.

Key next steps:

- Polling issue to be finalised, and scope of work/timeline to be prepared **(Payton/Marc)**
- Polling team (Payton/Marc/Jim {TBC}) to liaise with creative team ASAP to align strategy and timeline. This needs to take place by Sunday **(Payton, Marc)**
- Creative team to prepare resources/creative for discussion, and begin to assemble core strategic documents **(Polly/John)**
- Mara, 270 and V15 team to develop org structure and working model ASAP **(Mara, Josh)**
- Budgets to be prepared **(Josh)**
- Fundriasing strategy to be developed to ensure that high net worth partners are looped in ASAP, and polished resources created, with ambition to commence calls/meetings/email outreach with highest priority partners before Xmas **(John, Daniel, Marc)**

3. **Generals Letter Advocacy Effort**

A group of Generals, led by Amnon Reshaf, signed a letter aiming to challenge security argument for continued occupation, and stress security benefits of peace with Palestinians and Arab world based on API. Since then, the number of signatories has reached 150, with all signatories either Generals in IDF, or equivalent rank across other security services (Mossad, Police, Shabak etc.) Following in-depth meeting with Amnon and Ephraim Sneh, it is clear that Amnon does not intend to merely mount a campaign, but instead wants to build a fully functional NGO, with a three year strategy, a staff of at least 9 people from outset, and a budget in the millions. He is contracted to work with Nissim/UNIK, as well as with Andromedia, to develop media and PR strategy for duration

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of elections. $120k is ear-marked for social media. They also plan to put on a sustained programme of THM style events, conferences and grassroots stunts, dividing Israeli into 7 segments (along ethnic, socio-economic, geographic divisions) and hiring one staff member from each demographic and with responsibility for outreach to said demographic. They are meeting on Sunday, and again on 23rd Dec, when strategy should be further developed. Amnon is also going to send budget and broad first draft strategy document to me by Sunday.

NIS 1m has been pledged by Daniel, and Amnon is urgently seeking first tranche of NIS 250k. He maintains that there are pledges totalling $100k on way, but would not divulge names. Hagai Shalom, one of the Generals who is signatory, is a very wealthy man, my guess with assets in excess of $100m. I asked whether he had donated, and Amnon said some small gifts to help in development but nothing significant. I pushed for this to change in order to enhance legitimacy of effort. Also discussed OV providing grassroots partnership for this work, and said that in principle we support idea, but need to see more details.
My sense is that they are being too ambitious, trying to build an NGO rather than a focused, limited campaign targeted at elections. Amnon has big ego, and is clearly trying to carve out public role for himself. There is no reason to be directing resources toward a 3yr strategy—and such significant hires and capacity building—when those resources, time and attention could be more focused on elections.

Next Steps:
- Generals to send budget and first raft strategy by 23rd **(Amnon)**
- First part of pledge to be honoured on satisfactory completion **(Daniel)**

4. **Arab-Israeli GOTV**

A proposed GOTV initiative in the Arab-Israeli community has been tabled by Mohammed Darwashe. The proposed price tag to canvass, mobilize, and increase Arab-Israeli voting turnout is $3 million, with the maximum margin of increase being 28%. Mohammad has developed a solid early draft plan, though it needs further time and shaping, and the budget needs to be revised and made more serious/less arbitrary. There is anxiety in several quarters about him leading the charge on his own. He has assembled a steering committee including Dr. Gazal Abu Raya (Sakhnin Municipality Spokesperson), Riad Kabha (ex-mayor of Bartaa), Shawki Khatib (ex-head of Arab Mayors Council), Fadul Mazzawi (owner of big Arab advertising agency), Hisham Jubran (leading pollster), Nadia Hilou (ex MK), Ayman Samara (PR company owner) and Salam Sharkia (businessman with Orange Cellular)
Whilst it is very positive that this early steering committee has been developed, it is important to try and add to this several other people who come from outside of Mohammad's circle of contacts. I spoke to Brian Lurie on Thursday evening, who has concerns over MD's role as leader of this effort. We agreed that we would try and broaden leadership of this initiative, and that if we can

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accomplish this Brian will look to bundle circa $1m for the effort, Daniel is speaking to Aaron Bach and Martin Bunzle on Friday 19th, who can apparently suggest potential partners.
I have set a deadline of 24th of December for clarity on next steps, so that we do not prevaricate too long. Marc has also reached out to Emily Grunewald, who has excellent contacts and knowledge in this sector. Due to size of investment, and our staff's relative lack of in-depth knowledge and experience in this area, Marc will be exploring potential for Emily to consult on hourly rate to provide objective analysis on any plan before approval, and can also be engaged to assess campaign in real time once it is launched.
We also need to explore what role 270 can play in consulting on Arab GOTV programme.

Next Steps:

- Daniel to speak to Aaron and Martin **(Daniel)**
- Marc to speak to Emily and get initial analysis doc **(Marc)**
- Outreach to their suggested partners to commence **(John)**
- Conclusion of partner mapping and next steps **(John)**

Message

From: Jamie Kessler [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JAMIE KESSLERCC1]
Sent: 12/22/2014 6:54:51 PM
To: Katie Parsons [redacted] Mara Lee [redacted]
CC: John Lyndon [redacted] Payton Knopf [redacted] Josh Nerpel [redacted] Polly Bronstein [redacted]
Subject: RE: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

Hi all,

Please see below my signature for notes and action items. They can also be found here on the Google drive:
[redacted]

Thanks,
Jamie

Jamie Kessler
Program Officer & Assistant to the CEO | OneVoice Movement
[redacted]

STAFFING STRUCTURE DISCUSSION
DECEMBER 22, 2014

Action Items:

1. **Polly** will send around Shir and Regev's campaign proposal
2. **Polly** will share salary scale discussed on today's call with Josh for budget purposes
3. **Polly** set up a time to speak directly with Moiad. Is it possible for them to subsidize a media campaign director even if it's not their person?
4. **Polly and Mara** will work together over next 24 hours to bring closure on V15/OVI campaign relationship
5. **Josh** will call Ofir today to try to get clarity on polling next steps - will loop in Payton

Notes:

Debrief from Polly's Day:

Shir and Regev Meeting

- They pitched what she thinks is a very on the spot campaign to her today we can decide how we want to use it - grassroots, media etc
- The way polly sees it is that Shir and Regev should run the OVI campaign themselves with Ayala, the leadership program, and the 4 regional directors. This will run in parallel and will have a component of data collection for OV. It will run mainly in universities.

Nimrod and Itamar Meeting:

- Wanted to incorporate regional directors into GOTV and V15 part. but they are reluctant to take them. They are happy to be working with people from OVI, but they more specifically don't want to work with the OVI Regional Directors
- at the moment then V15 will be mostly new people and from OVI it will be basically Polly and Elanit and then Ayala for the training part
- Staffing structure as Polly sees it:
  - All hiring needs to be approved by Mara or Polly with Faya screening relevant candidates
    - Mara will be responsible directly for grassroots with Itamar reporting directly to her
    - Polly will be responsible directly for comms/messaging with Nimrod reporting directly to her
  - As for the 4 regional directors we talked about one of the people for the center, Julie for the north, and still looking for two more people for the south and Jerusalem.

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- They say they have a person for the canvass director and they want it to be done in partnership with Etanit
- Ayala was agreed on for part-time training director
- They also want to bring in a head designer, which does not appear in our staffing structure. this person will be in charge of all the graphics designs - from website, to graphic materials and so on
- They have someone to run the volunteer center
- They have someone they want for the GOTV director
- They still need the tech and data director
- They were thinking of working with Molad as a media campaign director, but weren't happy with what was presented (negative, personal campaign)
- They also have two people that are heading committees for media monitoring and digital distribution and they want to put them both on a very low, symbolic salary as a good-will gesture

Staff Reactions:

Katie

- It will be really important to sit down with Mara, Nimrod, and Itamar to confirm who will be making decisions, who reports to whom, etc. and making sure that everyone throughout the organization understands that
- Running a separate OVI campaign: the biggest questions is given that V15 and OV have the same audience for the most part we're talking about duplicating efforts and dividing them over two campaigns that potentially have the same audience. How are we thinking about this? How are we going to make sure that the OVI campaign is helping us meet the original goals of the election campaign?
  - Polly: this problem already exists to some degree, because activists are already coming to OVI and saying that they've been recruited by V15 - we don't want people to have to pick where they are going to put their activism. We want it to be obvious that OVI is recruiting for V15 but we also need to recruit to OVI with the message that OVI will exist after. The fear is that we will wind up with nothing after the election as far as activists.
  - We're not recruiting hundreds or thousands of people. The main call for action will be for V15 but some of the way we're recruiting people will be via the OVI campaign.
  - There won't be a recruitment drive, we will use the activists we have to put out the campaign and giving people call to actions around the campaign, one of which will be joining V15 as an activist

Josh

- It doesn't make sense to have 4 regional directors on both sides doesn't - drain on resources.
- If we can, the best way to think about this is as one campaign. We can do OneVoice branded activities, but we will find ourselves in a situation where two distinctive staffs are running separate campaigns that are impossible to manage collectively
- If our overall objective is to persuade people, sign them up, and get them out to vote then we need to make sure that everything we're doing is working toward that and every single person needs to contributing directly to that goal.
- All of the pool of people that we have need to be slotted into a larger campaign known as the V15 campaign

John

- It will be hugely problematic to have to separate campaigns that both have grassroots elements
- We will still have the media campaign that Shir and Regev are presenting - we are running that and it will be branded OneVoice
- In parallel to that we can have individual events and initiatives that are around this campaign that is drawing from a very specific pool of activists

Update on Polling:

- John suggested if we're in the same place tonight then we should consider moving forward with Jim
- How soon can Jim have the data to inform our campaign?
  - We also don't know what his capacity is to tack on our work.
  - Going out the week of January 12th
  - Even if Jim is available the first week of January, even rushed we wouldn't have the data until the end of January. If we're going to make the core message decision before then, than there is no point in public opinion research

From: Katie Parsons [redacted]
Sent: Monday, December 22, 2014 11:38 AM

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To: Mara Lee
Cc: Jamie Kessler; John Lyndon; Payton Knopf; Josh Nerpel; Polly Bronstein
Subject: Re: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

I can do 12:15, but only for 30 minutes.

On Mon, Dec 22, 2014 at 11:36 AM, Mara Lee <[redacted] wrote:
Yes - I can join

Sent from my iPhone

On Dec 22, 2014, at 8:21 AM, "Jamie Kessler" [redacted] wrote:

Thanks. Polly/Mara/Katie – does 12:15 EST work for you all?

Jamie Kessler

Program Officer & Assistant to the CEO | OneVoice Movement

[redacted]

From: John Lyndon [redacted]
Sent: Monday, December 22, 2014 11:21 AM
To: Payton Knopf
Cc: Jamie Kessler; Josh Nerpel; Polly Bronstein; Mara Lee; Katie Parsons
Subject: Re: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

Works for me
OneVoice Europe
[redacted]

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On 22 Dec 2014, at 16:13, Payton Knopf <[redacted] wrote:

I can join at 12:15.

On Dec 22, 2014, at 11:08 AM, Jamie Kessler <[redacted] wrote:

Can everyone do noon EST? Sounds like with Josh and John's timing that might work best.

Jamie Kessler

Program Officer & Assistant to the CEO | OneVoice Movement

[redacted]

From: John Lyndon [redacted]
Sent: Monday, December 22, 2014 11:06 AM
To: Josh Nerpel; Polly Bronstein; Mara Lee
Cc: Payton Knopf; Jamie Kessler; 'Katie Parsons'
Subject: RE: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

I'm available for the next two hours or so, and then have a family thing this evening that will be hard for me to peel away from got a long call. Would be great if we could speak before then

From: Josh Nerpel [redacted]
Sent: 22 December 2014 14:47
To: Polly Bronstein; Mara Lee
Cc: Payton Knopf; John Lyndon; Jamie Kessler; 'Katie Parsons'
Subject: RE: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

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Think it would be good to have Mara on the line also.

I am fairly open today other than between 11:30-12 ET.

From: Polly Bronstein - OneVoice IL [redacted]
Sent: Monday, December 22, 2014 9:29 AM
To: Josh Nerpel; Mara Lee
Cc: Payton Knopf; John Lyndon; Jamie Kessler; 'Katie Parsons'
Subject: RE: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

Hi Josh,

I've finished a very long and comprehensive meeting with Itamar and Nimrod and I think we should go over the structure and the different positions on a phone call, since I have many details to share with you all. When will be a good time to talk?

[redacted]

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From: Josh Nerpel [redacted]
Sent: Monday, December 22, 2014 3:59 PM
To: Mara Lee
Cc: Polly Bronstein; Payton Knopf; John Lyndon; Jamie Kessler; Katie Parsons
Subject: RE: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

I am attaching the updated org chart based on what Mara put together but also with the addition of the V15 folks.

A few questions and notes:

1) Can Ayala play the role of training director working with Kate, or is that a different role?

2) In the V15 org chart they have a person named Sharon Shahaf, is she qualified to fill the role of communications director and spokesperson?

3) This org chart is based on combining forces with the regional directors and having 5 of them.

4) The ones in red are the positions still to be filled, as far as I can tell from the staffing plan.

5) I did not put in any lines of reporting for the executive team, which I think is something that will need to be ironed out, from what I gather, the V15 folks are more digital focused folks, so maybe the focus a bit more on the comms side of things? Not sure, but would like to discuss.

Obviously there is still a lot to work out here and there are a few positions that are in the V15 chart (monitoring and comm research) that I have not yet included which I think we need to iron out with them.

Happy to discuss today as needed.

Josh

From: Josh Nerpel
Sent: Monday, December 22, 2014 5:00 AM
To: Mara Lee
Cc: Polly Bronstein; Payton Knopf; John Lyndon; Jamie Kessler; Katie Parsons
Subject: Re: Draft campaign staffing role descriptions/notes to help inform your meeting with V15

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Mara,

Thank you very much for your work on this.

A few points:

Polly you have approval to move on the positions that Mara states below. Please confirm salary amounts with me though before you make an offer. In my mind those salaries should not exceed $4k per month, but correct me if I am wrong.

For the purposes of overall understanding of org structure both for this doc, an org chart and how we operate, I do think we should fold all field staff into one team all working toward the same objectives. OV people can certainly be responsible for organizing the OV folks and the YLP as part of their portfolio but I think we should be thinking of this as one set of regional directors (some

Come from ov, others come from v15) but they are all working side by side. I am also not sure that we need two field directors if we use that model. Can't they all report to Feya and would be awesome if she were able to stay on as our field director after this campaign? And Ayala would be responsible for all training with training support from

Kate from 270, as opposed to just OV training?

I think our goal here should be to really build a true integrated campaign and from the leadership foster the idea of everyone working towards one goal, with room for organizational identity as needed.

Happy to discuss more as needed.

I am also adding Katie for visibility.

Josh

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On Dec 22, 2014, at 4:16 AM, Mara Lee <[redacted] wrote:

Hi Polly –

I updated Josh on our conversation earlier and wanted to follow-up with you in regards to staffing and structure to help guide your conversation with V15.

Josh can help provide budget authority – though I understand we are good to go ahead with the positions you agreed on already with the recruiter – OVI Field Director, OVI Communications Director, and the OVI Office Director – obviously providing salaries within range. Team... can we also add the OVI Data Director to this list?

In addition to the attached, the key points I see for this meeting are:

- Confirming that we are moving into a fully coordinated structure - there isn't a separate OVI field campaign even if there are small-scale OVI messaging or leadership program field campaigns.
- Finalizing hiring processes across the board: you hire communications and operations people; I hire grassroots, data and GOTV staff. All job descriptions need to be approved by John ahead of time and salaries need to be approved by Josh (or ranges).
- Clarifying Nimrod and Itamar's role in the new structure and asking if it makes sense to have them divide responsibilities like you and I are.
- Finalizing the hire of Feya Hillel as the campaign Field Director (I spoke to her again just now and she is on board).
- Discussion of bringing on Elanit into the Canvass Director position.
- Discussing the structure of regional directors – I would like to get any resumes they suggest we hire or interview and have Feya start those interviews ASAP.
- Discussing our plan to hire field organizers and also ask for resumes.
- Discussing the existing communications staffing/consulting resources and what shape that will take (also copying Payton here to help provide feedback)
- Finalizing a time for the data call to happen and for them to send an email intro to their data folks and introduce Elanit and I.
- Discussing the process for turning around a sign-up card asap (I would like to approve this)

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Obviously there are other items on your end... (and John and others may weigh in as well!) - but wanted to make sure you had this to help guide the discussion and I greatly appreciate you helping us to move forward on these specific items.

Based on your conversation and given the change into a coordinated model, I think we should also offer to get them an updated set of agreements and principals in the next 48 hours – and then we can update the org. chart and the attached document accordingly as well. Does that make sense to this group?

THANK YOU – and let us know how else we can help!!

Mara

<Campaign Staffing & Responsibilities v 2.docx>

--
Katie Parsons
[redacted]

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Message

From: [illegible]

Sent: 12/27/2014 4:20:16 AM

To: [illegible]

Subject: Re: Prefer if you don't share this email w others

To discuss tomorrow:

[illegible]

too lazy to just rely on v15. Great to partner w them. But where is our leadership? Where is our invt of 8 years in people? We trained a bunch of people. NOW IS THE TIME TO RECRUIT THEM TO JOIN THE EFFORT! We can pay them too.

- I haven't gotten carefully through post it proposal so I want to withhold judgment till I do. But from a cursory view it is a joke. It will not convince or mobilize a soul. Creativity doesn't change minds or motivate people. It makes them appreciate and then move on. We need to educate and appeal. What is persuasive about Shir regev post its?! (I will review it tomorrow)

- explore integrating all aspects, including 270, Eichenbaum, Shir regev, Ofir Mika. Etc. But first we need to be clear on what we are aiming to do.

buckets of responsibility were assigned weeks ago. Ofir and Mika on social media and video content. Polly OVI and 270 on grassroots. Baruch convenes. Now we try to integrate Eichenbaum if Ofir is persuaded and grassroots is persuaded.

- I can of course influence and argue my case. And as my representative and partner so can you. But ultimately buy in and decisions have to come from the people living on the ground. But of course will be fluid and passionate discussion.

- Arab outreach- best if we throw it at them and have them work it out. Make it clear our money won't come unless they do. Confidentially IF they don't then we will be forced to get in the middle of it and try to arbitrate. But far less clean. Let's hope they can come to us with plan they can all sign off on, including clear responsibilities and roles and budgets. If they fail, we can hear each case and then decide. I would at present not anoint anyone with power nor disown anyone. Let them try to work it out.

- confidential - Ephraim is a VERY good man. And on the big strategic issues re A-I relations I see eye to eye w him. But I have been very surprised at his lack of sophistication organizationally and with judgment of characters and personalities. Both w generals and with MD. he just wants to say go and doesn't think things through. Too trusting. We need to be cautious with entrusting him full unfettered oversight - because the oversight would be way too thin.

- I am shocked at slow progress. On vacation for a week. I will try to challenge everyone to achieve certain milestones within a week so we can review when I get back. Will also try to move trip up to jan 11.

- explain to Rebecca I requested two calls a week with you - aim for 30 mins but block 1 hr each if needed. Send agenda of topics to cover before ewch call.

- agree on need for clarity re areas of discretion and. Empowerment. Pls propose what you think would work.

Talk soon. Good night.

Sent from my iPhone

> On Dec 26, 2014, at 6:36 PM, John Lyndon r [redacted]
>
> Apologies, will do from here on in.
>
> whilst we have others off email chain, I want to try clarify a couple of things:
>

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> 1. GOTV/V15
>
> For ALL (Zionist, as opposed to Arab) efforts on GOTV, we are planning on directing energies toward V15. IMPORTANT: V15 will be a campaign run by OneVoice Israel (legally) but to most outside observers it's a separate thing. It's not overtly linked to conflict-- or any issue-- but is instead a data-driven effort to ensure that maximum numbers of centre and centre-left Israelis go to poll. We will not tell them who to vote for, or be pigeon-holed on any one individual issue. Rather the thematic resonance we want to create is that Israel is on wrong and dangerous course (whether you prioritise security, peace, socio-economics, relations with world) and YOU have a responsibility to get to polls in order to course-correct and help save country. The list we build, which if we do so properly will be biggest progressive database in Israel, will then be asset to either holding centre-left govt to account, or thorn in side of right wing govt.
> V15 lead staff (Nimrod and Itamar) will report to Polly, me and Mara, but be essentially programme directors. ALL activities under our control/funding (apart from arab work) should feed into a master database that we're using for GOTV in final furlong of campaign. and after election.
>
> 2. Pledge:
>
> Your instinct on this is sound, but I think the focus is wrong. We should get Generals to push pledge piece. So much more effective to have 150 Generals ask politicians to sign a pledge on sensitive and complex security issues rather than have idealistic (but easily dismissed as naïve) centre-left youth at fore. Grassroots can amplify and flesh it out, but it's so much more powerful if its guardians of Israeli security making the ask, and much harder for RW to dismiss.
>
> 3. Persuasion:
> You and I need to discuss this. Shir/Regev have a smart creative for OVI persuasion piece. David Eichenbaum has a more visceral, hard-hitting (but just as smart) strategy. I think having both run concurrently is optimal. We should pool resources and capacity, but have clear blue water between both (legally and strategically)
> If I have green light, I want to get on phone with him to flesh out partnership. If we pay for 270 (leveraged by both) and he pays for polling and focus groups-- with each open-source to both priorities-- it's a solid basis for partnership.
>
> 4. Steering Committee:
> This has potential for being huge issue if we don't put it on solid ground ASAP. Nobody we're working with is unbiased. I love Baruch, but he's a security guy, and should not be making strategic decisions about grassroots and social media. Same with Ephraim. That's the reality that's developing. We need to arrive at structure that creates clear "buckets" of responsibilities that relate to expertise, and gives no single person autonomy. I understand your emphasis on Israeli ownership over it, but I still think you should chair it. I don't trust anyone else to be able to step back and take 360 view on totality of work. Plus power of purse gives you an authority that others can't have. Happy to discuss further, but please give this thought.
>
> 5. Arab Israeli GOTV
> I want to sort this ASAP. Have told Mohammad he needs to lead from front in putting egos aside and building coalition. His response indicates that's going to be a challenge, though he has accepted bringing Thabet from Abraham Fund on SC as Bedouin expert, and Fadoul (Martin's contact) as polling/technical guy
>
> Key questions are:
>
> - What is Givat Haviva's relation to programme (I asked for it to be minimal, with new entity set up)
> - Can MD be chair of project (I think yes, If we have clear TOR and solid and broadbased coalition)
> - who does he report to? Ephraim wants him to essentially be a lone ranger on this. I'm not comfortable with that.
> - DEADLINE: in pure electoral math, this is highest priority element. If we delay too long, it will reduce effectiveness.
>
>
> Let me know if you want to get on phone over coming days. Have liaised with Becca for regular call, but first one won't be till second week of Jan.
>
> For me, it's critical that I know areas where I have autonomy and freedom of action to make decisions. They'll need to be made every day-- every hour-- in order to move things forward, and it won't work if I have to say "wait till I speak to Daniel." Important that big, strategic decisions are on your desk, but equally important that tactical decisions are delegated
>
> John
>
>
>
> -----Original Message-----
> From: [redacted]

App. 000413

> Sent: 26 December 2014 20:18
> To: John Lynden
> Subject: Prefer if you don't share this email w others
>
> Cc my regular email and keep this one for yourself only for time sensitive matters
>
> Sent from my iPhone

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OneVoice Israel

Fourth Quarter Report

October 31, 2014

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U.S. Department of State Award Number: SIS70013GR143

Implemented by OneVoice Israel – Kol Echad

OneVoice for Two States Campaign Fourth Quarter Report – July 1st to September 30th

October 31, 2014

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Executive Summary

Thanks to the generosity of the U.S. State Department, OneVoice Israel (OVI) has implemented its OneVoice for Two States campaign to engage Israelis and mobilize them to actively support the peace negotiations and a two-state solution to the Israeli-Palestinian conflict. The grassroots activities of the past year will further serve as the foundation for a significant conference hosted by OVI on November 13th. This conference will moreover relaunch the Peace, It Also Pays Off campaign from earlier this year. Together, these initiatives will continue OVI's efforts to build its volunteer capacity.

The objectives specifically funded by this grant include the following:

I. Campaign outreach;
II. Training for volunteers;
III. Campus organizers;
IV. Social media platforms, and;
V. Efforts to engage elite opinion makers to advocate for a two-state solution.

A summary of fourth quarter activities to date, as well as the results of the final evaluation report as prepared by Dr. Maya Kahanoff, reflect that the objectives of the grant are on track to be achieved and funds have been expended as anticipated, the results of which are described in greater detail below.

Summary of Activities and Services Delivered

OneVoice Israel's OneVoice for Two States campaign has been defined by its nationwide initiatives to build a broad coalition across civil society, the private sector, the Knesset, and others that share the vision. By combining powerful public campaigns, targeted legislative initiatives, and innovative media outreach, OVI is empowering Israelis to create the conditions in their society that will propel their leaders back to the negotiating table, particularly after recent events.

Figure 1 Abbas Not Hamas Campaign Rally

OVI began the fourth quarter in the midst of Operation Protective Edge. The events of this past summer marred the country's moral and demanded that OVI not only rally to condemn the onslaught of violence, but reaffirm the viability of a partner for peace and introduce a new campaign adapted to the current realities on the ground. As a result, OVI unveiled its **Abbas, Not Hamas** campaign on August 6th, which called for Israeli politicians to recognize Abbas as a partner for peace.

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Over the years, OVI has spread the message that the Israeli-Palestinian conflict is one between moderates and extremists - and this summer's violence once again proved that notion true. Extremist voices dominated public discourse and the voices of moderates were silenced. The Abbas Not Hamas campaign highlighted the brave and peaceful message of Palestinian President Mahmoud Abbas, who denounced all violence at the start of the war. The campaign effectively presented a platform for moderate Israelis to call for a two-state solution and counter the voices of extremists who would rather see otherwise. Activists took to the streets with banners featuring the slogan "An agreement with Abbas not Hamas," calling for the Israeli government not to negotiate with extremists but rather empower the moderate leadership of Abbas.

Moreover, Abbas Not Hamas garnered a high level of social media impact, reflective of its clear message. Breakdown of the campaign online is as follows:

- Reach: 133,300
- Post Likes: 5,459
- Shares: 510
- New OVI Page Likes: 235
- Number of People on Mailing List who Received Campaign Information: 15,550

The idea for the Abbas Not Hamas campaign came from an [illegible] half-day seminar to mark the end of the academic year, held on July 25th and in sp[illegible] of [illegible] set of Operation Protective Edge. Given the circumstances, OVI felt it appropriate to change the content of the seminar, which produced discussions on future act[illegible] campaigns, and led to a joint-volunteer endeavor.

This campaign occurred in tandem with other g[illegible]ssr[illegible]ots demonstrations against violence with partner organizations, notably the [illegible]uiet Rally organized by Tag Meir, the Sanity Protest held in conjunction with Peace No[illegible] an[illegible] the Peace Square planned by The Parents Circle Families Forum.

Furthermore, over 40 OneVoi[illegible]e Y[illegible]th Leaders participated in the Ha'aretz Peace Conference, which featured lectures by Israel's intellectual elite on topics that included the economic aspects of pe[illegible]e, i[illegible]ternational views, and the impact of youth.

Upcoming Activities

In November, [illegible]neV[illegible]ice Israel will hold its annual **OneVoice Conference** to discuss the linkage between the conflict and the daily economic issues Israelis care about most - from affordable housing to food prices, from the job market to education. Political conference participants include Minister Tzipi Livni, MK Zehava Galon, MK Yitzhak Hertzog, and MK Shaul Mofaz. Other notable civil society leaders, economists, business people, diplomats, and journalists will be in attendance.

This conference serves as the official re-launch of OVI's **Peace Pays Off Campaign**, with new programming specifically designed to persuade supporters and recruit volunteers. Focal points for the campaign are the direct impact of the conflict on the public sector and the state budget, the direct impact of the conflict on the private sector, and the indirect effect of the conflict on Israel's economic strength.

In addition to this conference, OVI has commenced **Peace Pays Off at the Bar**, which engages young Israeli professionals at popular bars and cafes, encouraging them to lend a hand in OVI's mission. Over the next 18 months, OneVoice Israel will hold 38 events with audiences averaging 30+ people who will come to hear a nationally prominent supporter of OneVoice, examples of which include Tzipi Livni, Yuval Diskin, or Gershon Baskin. These

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social and political leaders will discuss practical ways that citizens can help build two states. This program is off to a strong start - the inaugural Peace Pays Off at the Bar event with speaker Col. (res.) Miri Eisen in Tel Aviv drew over 70 people.

Similarly, **Peace Pays Off at Home** events are being planned in living rooms across Israel, where citizens invite their friends, family and social networks to participate in a conversation about the conflict and what role they can play in changing the status quo.

These programs mark a major step toward reaching Israeli society beyond university campuses and are designed to overcome apathy among Israeli moderates, empower OVI's activists, and build exponential volunteer capacity.

As Israel universities start the new academic year, OVI is working hard to expand and open new Campus Chapters through nationwide recruitment of new members. Each chapter is also hosting an opening academic year Town Hall Meetings with high-profile sp akers in order to explain the mission, vision, and strategy of OneVoice Israel whil inviting new members to take an active part to end the conflict. OVI's goal is to create a s of volunteer leadership that designs, plans, and executes campus even s w ile re eiving specialized training through the Youth Leadership Program.

As a new Knesset session commences, OneVoice is working closely with the Knesset Caucus to End the Arab-Israeli Conflict that it helped to establish two years ago in order to create an unprecedented model of public accountability and support of the two-state solution within the Knesset chambers. Caucus Chair Hilik Bar will be speaking about the se efforts at the November conference and is working to ensure that the Caucus is active, linked to OneVoice explicitly, and holds at least three major event each year that generate wider media coverage. An active Caucus will create a sense of urgency for the two-state solution in the Knesset while providing OneVoice with the opportunity to create relationships with individual Caucus members and provi pport nities for the Caucus members to speak at OneVoice events.

Partnerships

OneVoice has worked to olv its partnerships with the Peace NGO Forum and 270 Strategies in the fourth quarter. OVI also participated in the Ha'aretz Conference and demonstration or niz by partner organizations that condemned the summer's violence. As tioned above, these demonstrations included the Tag Meir's Quiet Rally, Peace Now's Sanity Protest, and the Parents Circle Families Forum's Peace Square. It is also of note that Tag Meir is a coalition of 40 organizations of which OneVoice is a member.

Status of Fourth Quarter Goals and Objectives

The following are a list of expected outcomes from original proposal and the status for each.

1. *270 Strategies will train OVI staff.*

Since January, 270 Strategies has held trainings with OVI on how to have effective persuasion conversations, membership recruitment best practices, volunteer recruitment best practices, and volunteer retention best practices. Workshops/strategy sessions have included power-mapping to choose targets, designing programs to make an impact, goal setting and choosing metrics to define and track progress, assessing capacity needs based on organizational goals, capacity building best practices and programs, and designing OVI's

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own team model to build capacity and meet goals while moving members and volunteers up the ladder of engagement.

2. OVI will train a core group of YLP volunteers with NUIS (National Union of Israeli Students).

Currently, of the 100 YLP volunteers recruited in conjunction with NUIS, 85 have remained committed to the Youth Leadership Program and its activities.

3. Based upon our previous campaigning experience, and the political trends that we believe we can take advantage of should the negotiations last the proposed nine months, we believe we can:

- *Engage 150,000- 200,000 Israelis through signatures/other calls to action (online and offline)*
- *Garner 80,000- 100,000 Facebook "likes", demonstrating a critical mass of young Israelis engaging with the campaign and showing support for negotiations.*
- *Circa 3million Israelis engaged in the campaign and its message via billboards, advertisements and PR derived from news coverage*

To date, OVI's Facebook page has 58,463 likes. Roughly 2,333,333 Israelis viewed OVI's *Peace, It Also Pays Off* campaign in its first iteration via billboards, advertisements, and PR derived from news coverage. The campaign is set to relaunch in the coming weeks.

Strengths and Weaknesses

Since the collapse of the negotiations, the consequences of the lack of an agreement between Israel and Palestine are playing out violently and at the cost of the safety and lives of all involved. On June 12, 2014, three Israeli teenagers were kidnapped in the West Bank as they were hitchhiking back to their homes. Over the course of 11 days, the IDF launched an operation throughout the West Bank in which 350 Palestinians were arrested, the majority of whom were affiliates of Hamas. The bodies of the kidnapped teenagers were discovered on June 30th, sparking a large degree of unrest and calls for vengeance among Israeli society. The following day, Muhammed Abu Khdeir, a 17-year old Palestinian of East Jerusalem, was found burned to death in a field near Jerusalem in what was determined to be a revenge killing. To add fuel to a growing fire, Hamas and other Palestinian militant groups continued to launch a large degree of rockets into Israeli territory from the Gaza Strip. This sparked a major Israeli-led operation in Gaza on July 8th, known as "Operation Protective Edge."

The ongoing war in Gaza, compounded by the fact that OVI's student Youth Leaders were on summer break from university and called up from the reserves, made it difficult for OneVoice to hold events as usual.

Monitoring and Evaluation Plan

Third-party monitoring and evaluation of OneVoice's grassroots campaign was compiled in a final report by Dr. Maya Kahanov, included as an addendum. Dr. Kahanov used combined qualitative and quantitative measures to evaluate the program. Data was gathered through observations of Town Hall Meetings (THMs) and Youth Leadership seminars. Questionnaires were administered to participants in the various events. Notably, THMs

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effectively stimulated discussions on resolution attempts for the conflict – 85% of students felt the THMs were successful. The OneVoice for Two States overall primary project contribution was to strengthen the moderate camp – an important goal in and of itself.

To improve organization visibility on activities, a monthly update newsletter goes out to all staff, in which activities are detailed, a copy of which is provided in the annex.

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Annex I: Fourth Quarter Activities Spreadsheet

SUMMARY OF ACTIVITES TO DATE

	Current totals	
	# of events	# of individuals
Youth Leadership Training:		
YL skills training	10	250
Joint IEP training	0	0
National coordinators meeting	16	0
Individual YL training	0	0
Totals:	**26**	**250**
Citizen Negotiations:		
Town Hall Meeting	27	1668
Joint event	0	0
Chapter meeting	33	269
Round tables	0	0
Totals:	**60**	**1937**
Campaign Activities:		
Demonstration		75
Recruitment event	75	128
Totals:	**84**	**203**
Other:		
Participation in conferences/demonstrations	4	22
Meeting internat[illegible] [illegible]ators	0	0
Meeting MKs	0	0
New recruits Sout[illegible]	N/A	262
New r[illegible]ruits [illegible]m	N/A	108
New r[illegible]ru ts Cen re	N/A	434
N[illegible] re[illegible]ruits [illegible]orth		
[illegible]	**4**	**284**
GR[illegible]ND TOTALS:	174	2674

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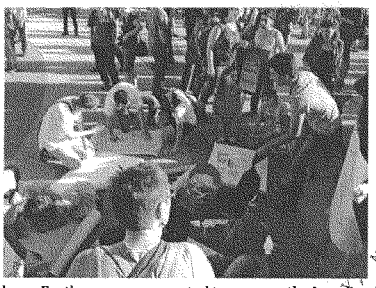
OVI July Report

Grassroots

2.6.14 – Participation in the "Light Tag Coalition" - demonstration against violence "The Quiet Rally," held near Zion square in Jerusalem, was organized by the "Tag Meir" ("Light Tag") coalition. Tag Meir is a coalition of 40 organizations that OneVoice is a part of, and was established as a response to the "Price Tag" attacks that took place within the territories and Israel.



The aim of the rally was to object and condemn the violence, and reduce the type of verbal incitement that occurred in Israel after the kidnapping of the three boys. Furthermore, we wanted to prove to the Israeli public and the rest of the world that any act of violence contradicts our most basic values as a Jews and as human beings. The speakers and participants who took part in the rally called to put a stop to the violence, racism and calls of revenge.

After the rally many of the participants went to protest in front of the Prime Minister's house in order to spread the same message. The movement's leadership and Youth Leaders took part in both the rally and protest. In Beer-Sheva, a complimentary demonstration took place in Beer - Sheva, with participation by OVI's Youth Leaders from the South.

3.7.14 – "Sanity Protest" at Habima square in Tel aviv

Several OneVoice Israel Youth Leaders joined the demonstration led by "Peace Now" under the title "Demonstration of Sanity - no to murder of children, no to revenge, no to pogroms, no to new settlements, no to occupation, yes to a diplomatic solution." The demonstration took place at the plaza of the Habima theatre in Tel Aviv with a couple thousands of participants. MKs from Meretz, labor, and Hatnua gave powerful speeches and we raised our voice of support. OneVoice helped bring MK Adi Kol from Yesh Atid to the event and her presence was noteworthy.

8.7.14 – Ha'aretz Peace Conference

40 Youth Leaders participated in this major event held by the Ha'aretz newspaper and in cooperation with many organizations, including OneVoice. The event included lectures by several MK's, journalists, and people from the intellectual elite of Israel. There were also several panels that were held regarding different topics, such as the economic advantages of peace, international views and how young people can make an impact.

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Despite the fact that the conference took place in the midst of "Operation Protective Edge," there was a feeling of hope and optimism for a brighter and more peaceful future. Shany Oren, a OneVoice activist, reflected on the event and wrote:

" Peace. It is a bit odd to write about peace while sitting at home waiting for the alarm to go on, running back and forth from the "protected space". But maybe that is exactly why I should write about peace anyway and exactly the reason for hundreds of people to gather in the peace convention while being bombed.

The peace conventions had many panels, many speakers, and many different angles for the benefits of an agreement with the Palestinians. From the political angle of internationa affairs and the "world opinion," through the economic aspects and security issues- all making good argument and a lot of sense.

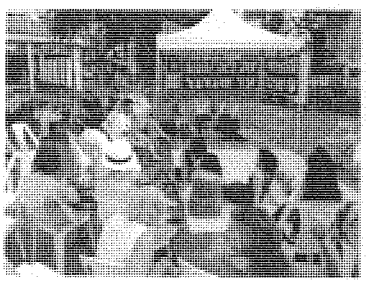
But the main reason for talking about peace, as I see it, is talking about peace. It is b th a means and an object. It is a means to reach a peace agreements and a two- tate solution that would end the conflict and would be the only way in which Israel would be able to continue to be both Jewish and Democratic state. But talking about peac s also an object of its own.

Talking about peace, dreaming about peace, wishing or peace, makes us better persons, makes us a better society. I feel like the society in rael ad lost a long time ago the hope for peace. And not only that this loss of h e is ving us away from the possibility to reach peace, it also makes us cynical and resentful. I got very emotional during Acinoacm Nini's song "Shir lashalom" (song r peace). The song which Prime minister Itzhak Rabin sang during the peace assembly back in 1995, and died a little bit with the death of Itzhak Rabin. The peace convention and movements like OneVoice" bring it to life from time to time.

Talking about peace, thinking abo t peace, singing about peace is a moral and ethical sharpening of who we are as huma beings. Believing in the "other side," believing that there is a partner for peace, makes us better partner. Being an entire day in a room full of people all devoted to t at great high cause, figuring together ways to get there, was very empowering. Knowing you're not alone on these. Meeting many groups and organizations devoted to the idea of peace, caring about the Palestinian people as well as the Jewish pe le, caring about two communities, two states, with one voice."

12.7.14 - The Parents Circle Families Forum – "The Peace square" in Tel Aviv –

The Parents Circle Families Forum (PCFF) is a joint Palestinian and Israeli organization of over 00 milies, all of whom have lost a close family member as a result of the prol nged onflict. PCFF began holding a daily vigil for eace from 6:30 to 10pm every evening in the courtyard of the Tel-Aviv Cinematheque. On July 12th, OneVoice's activists took part in this unique activity, where people came to listen to the Parents Circle's participants and to engage with passerby. Our activists spoke in the circle, and we opened a recruitment stall where several attendees signed up to learn more about the movement. The event was very emotional and touching, with many people joining the circle and expressing their opinions. Taking part in this inspiring and



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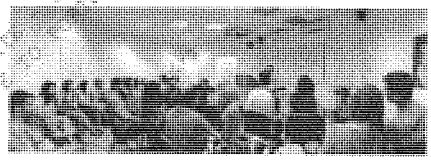
optimistic event was sadly hit by the depressing reality of the ongoing conflict of "Operation Protective Edge." As the event took place, news began trickling in that there would be a serious Hamas rocket attack at 9:00 pm in Tel Aviv. Despite the fact that the audience was quite frightened, we remained determined to continue the event. At 9:30 pm the sirens began to sound and we entered the shelters, where we continued to conversation. Luckily, the rockets were successfully intercepted and we were able to continue the event.

https://www.facebook.com/kol.echad/photos/a.662076240483337.1073741835.114627918948 54/834726396551653/?type=1&theater

25.7.14 – YLP half day seminar in Tel Aviv University –

Due to the repercussions of "Operation Protective Edge," we decided to alter the con nt of our end of the academic year summary event in order to adjust it to e current political situation. Polly Bronstein, the new OVI Executive Director ened the session by presenting herself and the current challenges we are facing as a movement, and Samer Makhlouf, OVP Executive Director, presented, via Skype, OVP's ac ities at that time and described the Palestinian society's response to the crisis. Many q s were raised as the activists were very curious to hear firsthand from OneVoice Palestine. This was followed by a session given by Ayala Brilliant, Youth Lea rship Program Director, about psychological barriers to conflict resolution.

In order to inspire our Youth Leaders about the w of a ivism – Mara Lee, our new Organizing Director that worked on many political campaigns in the US spoke about her experience of grassroots activities and the bama campaign. In addition, Roee Neuman, our spokesperson, who was a member h ead rship of the social protest in 2011, presented his work during the prote A very enthusiastic speeches, we had our activists give TED style speeches on various topics that interest them regarding the conflict, such as "What it means to be a Zionist today." We concluded the seminar with Elay and Elad, our regional c ordinators, who led a brainstorming session of trying to put theory into concrete action. Following the session, our activists decided to volunteer in the south as a group nd the ideas brought up in the session served as the basis for our future campaign.



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28.7.14 - OVI activists talking to teens in the Kinneret:

Every year, thousands of teenagers gather at the Kinneret's shore to build rafts and sail with it to the other side of the Kinneret. The Kibbutzim movement organizes this event, where amidst the raft building there is an educational program. OVI was asked to send a few activists to talk about One Voice in discussion circles, and tell about what brought them to the movement and why it is important to talk about peace - especially at times of war. The discussions were challenging, but it was a great activity for the activists, the teens and for future collaboration with the Kibbutzim movement. Here is what Shay Gal, an OVI Activist who participated in the event, had to say about it:

"Yesterday we visited the future.

We are in the midst of two wars: one [illegible] Hamas in Gaza, and the other on the natur[illegible] we would like to live in and leave for our children. Yesterday, we received a hopeful message.

"Rafsodia," the summe[illegible] of the Kibbutzim movement, hosted my fellow One [illegible]oice activists and me. We spoke with the generation of the future- Groups of lovely and inspiri[illegible] out the vision of One Voice movement an[illegible] of Israel. We discussed the ways to empower the moderate majority in the Israeli and Pales[illegible]ic, the majority that knows that war is not [illegible] but what is a fact is that both nations will still [illegible] when the war ends. We spoke about the war in Gaza, and the fact that Hamas cannot be defeated only using militant options. We told them about meeting our partne[illegible]amallah, Palestinian President Mahmoud Abbas that holds his hand out for peace, and that he is not the problem – he is the answer to the problem. We spoke abou[illegible]ocracy and freedom of speech, and about how important it is to maintain them despi[illegible] difficult times we are going through and even more so now. We agreed it is O[illegible] to pass judgment, and to ask difficult questions. Our elected officials work fo[illegible] s our duty to demand of them to make sure our lives are better in this country."

29.7.14 – OVI activists volunteering in Beer Sheva

A Group of activists from our Ben - Gurion Chapter volunteered for the day and provided relief to a group of 7 year-olds from the frightening time they spend in the shelters. They played with them and helped ease their minds, at least for a short while, to enjoy their summer vacation as normal children would.

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Staff Activities

4.7.14 - Interviews for IMPACT, and successful first meeting

Over the past month, Elanit interviewed new candidates for the upcoming IMPACT training session. After an initial interview, each candidate went through an interview with our coordinators abroad. Ten very strong participants were selected and are slated to go through joint and separate training in order to represent the movement in the UK or US. On July 4th we held our first session, which due to the tense political situation was a separate session rather than a joint session with OVP. In the separate session, the OVI participants received professional training from OVI board member Mohammad Darawshe about presenting their personal story. The session was very meaningful for the participants and we received very positive responses.

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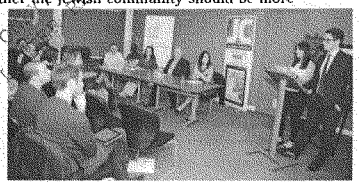
OVI August Report

5.8.14 – OVI Activists Volunteering in Sderot

On "Tisha B'eav" (a Jewish mourning day), while in the midst of "Protective Edge" operation, a group of 7 activists from Tel – Aviv University and Bar Ilan University chapters went to Sderot, in order to express One Voice's support to the people of Sderot. Sderot is one of the cities that suffered the highest damage during the operation. The activists were guests at a school for children with special needs, and assisted them during this hard time. They also met Maya Perez, former Jerusalem regional Director, who served in reserves in Sderot throughout the entire operation.

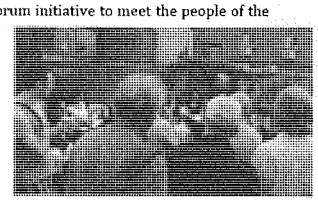
19.08.14 – One Voice speaks at a UJIA event in the UK

On August 19th 70 young professionals gathered at the UJIA head office to attend Y-UJIA's 'Why Always Israel? The Debate' in partnership with the Jewish Chronicle. Elanit Green, Strategic Program Manager, articulated her opinion and OneVoice's line. A broad range of topics were covered, with questions on whether the Jewish community should be more self-critical, to what extent media reporting has been biased, and who Israel should be negotiating with. Elanit answered all the questions extremely well, embedding a lot of OneVoice programming into her answer. There seemed to be a massive generational divide, with older people putting all the blame on the Palestinians, and younger people being more self-critical. The older generation was more pessimistic and the younger crowd was hopeful and believed in the possibility of two-states. After the event the young adults came up to the OneVoice staff and said they were very impressed with Elanit, saying that 'her opinion is the only one they could relate to.'



31.8.14 - Round tables event in Sderot in cooperation with the peace NGO forum

OneVoice Israel participated in the Peace NGO Forum initiative to meet the people of the South, and members of the organization "Other Voice", following the events of Pillar of Defense. The meeting was conducted in round table format in four circles of dialogue, all of which raised similar feelings. The people mostly felt - Confusion, fear, pain, despair, worry, loneliness, anxiety, inner conflict, frustration - and hope. A strong hope that the operation "turns out to be a more serious drive to ending the conflict. People shared Personal experiences during the war, combined with thinking about war and peace.



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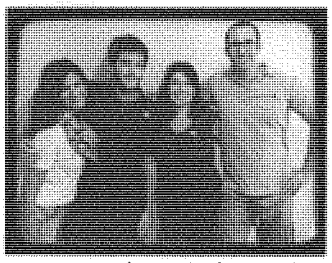
OVI September Report

Expanding the One Voice family - New staff members

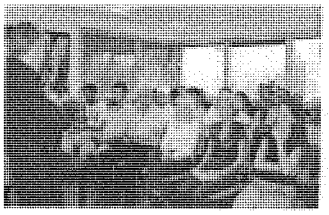
As part of OneVoice Israel's efforts to expand its reach and message of two-states across the country, four full-time regional Director's joined the team in late September, giving OVI a permanent foothold across Israel.



Nimrod Barnea (Northern Israel), Anat Goihman (Jerusalem), Shiran Meir (Southern Israel), and Dan Shika (Central Israel [illegible] wrapped up their first week on the job and cannot be more excited to get to work. All of the new regional Directors are experienced volunteers and [illegible]olitical activists. They will be the poi[illegible] contact for all activists and events in their [illegible]tive regions, and their goal is to go beyond outreach to the traditional university demographic, [illegible]eting religious, political, ethnic, and cultural communities as well.

There were a lot [illegible]tive hings to say about their first week. Dan, [illegible] central Region Director, said his first week with OneVoice was "challenging, but at the same time, I felt inspired and privileged to be working with an organization promoting peace." Shiran, the southern Regional Director, described [illegible] k as "different from my previous work experiences, [but] I felt very welcomed and supported in every way by the OneVoice staff."

10.9.14 - OVI participates in a Geneva initiative meeting with Yossi Beilin



On the 10.9.14 OVI activists and staff members attended the Geneva initi[illegible]e conference with former Minister Yossi Beilin the CEO of the Geneva initiative. This is [illegible] order to strengthen the connection w[illegible] organization. In the conversation we had he talked about the political situation following the operation in Gaza and said 'If we do no[illegible], as long as the political horizon will recede and become less realistic – the higher the [illegible]elihood of an outbreak of renewed violence. The government should seen the opportunity in the situation: If there was peace with the Palestinians, Israel would be part of the coalition against ISIS that is being formulated".

21.9.14 –International peace day - OVI participates in the Geneva initiative conference

As a show of support to the Geneva initiative a few activists and staff members attended the conference. Gal Raji, an activists from the IDC wrote about the event:

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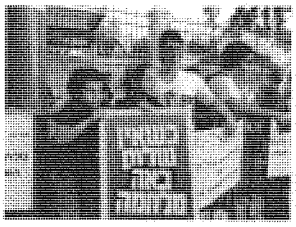
"Sigal Moran, The head of the Bnei Shimon Regional Council is speaking at the Geneva Initiative conference on the occasion of the International Peace Day. Guess what, she is not just talking about blowing up, cutting down and giving excuses. She is asking what will come after the next round of violence. How she wants her children to grow up, and other questions that are not only how we fight as hard as we can and trying our best defensive moves. Perhaps there is an alternative?"

22.10.14 - OV joined the "Other Voice" rally in Jerusalem

On the 22nd of September, OV joined a rally outside Prime Minister Benjamin Netanyahu's office in support of fellow peace organization "Other Voice," which seeks to end violence in Gaza by having volunteers from surrounding Israeli towns promote more peaceful contact between Israelis and Gazans. Activists from OneVoice participated in a call for a permanent peace agreement between Israel and Palestine. The Director's came away from the rally with new connections and a way of promoting OneVoice's message to the public. Anat, the Jerusalem Region Director, described her experience at the rally as "a very positive one. I saw a lot of similarities between OneVoice and the other activist groups, but I also found that those similarities also strengthened the differences between us. I now see through my time spent with OneVoice that it is the most relevant movement in the peace camp."



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OVI Abbas Not Hamas Campaign Report

OneVoice Israel launched the "An Agreement with Abbas – Not with Hamas" campaign on Wednesday, August 6th till September 1st. As Israel and Hamas agreed on a ceasefire, OVI decided it was time to issue a message that would speak to Israeli moderates and supporters of the movement who have felt silenced during the war. The campaign not only presents a strong message to Israelis on the viability of the two-state solution, but also serves as a platform for moderates to amplify their message of peace.

Statistics
Facebook

Reach	Likes	Shares	Page likes
133,300	5459	510	235

The above Social Media statistics are the highest we have had for this type of campaign. The large numbers proves a strong desire on the part of the Israeli public for an organization with a strong political stance while simultaneously not being perceived as naïve.

We sent a newsletter to our entire mailing list of 15,550 people explaining the campaign and provided a link allowing our supporters to join in on a sign hanging operation. If they were unable to attend, we provided the option of sending them a sign to hang in front of their house or neighborhood. We then followed up with all interested supporters and invited them to join us for a sign hanging activity on a Saturday evening.

20 activists gathered together in 5 cars to rain Tel Aviv and cover it with "An Agreement with Abbas – Not with Hamas". 100 Signs were hung up all over the city and on bridges over main highways. We held a competition between the groups on the most creative photo with the signs and they became quite creative. This activity served as an excellent teambuilding exercise as it helped unite our activists and create enthusiasm for upcoming activities and initiatives.

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OneVoice/PeaceWorks Campaigns in 2015

Overview:

1. **V15**
   Budget: $2 million (will be paid via OVI)
   Target: Center and center-left
   Campaign vehicle: Social media (perhaps conventional media at later date)
   Staffing: Communications to be overseen by Sharon Shahaf(?) and Polly, with four additional hires working on communications portfolio (Campaign Comms Advisor; Social Media & Creative Director; Digital Tools: Creative & Art Director)
   Support needs: V15 team will require video, digital and polling/focus group support, as well as potentially support for conventional media (billboard etc.) at later date.

2. **OVI:**
   Budget: $500K (will be paid via OVI)
   Target: Center who are considering voting center right
   Campaign: Social media campaign informed by public opinion research
   Staffing: Communications will be overseen by Shir & Regev, reporting to Polly.
   Support needs: OVI team will require video, polling, and conventional media support.

3. **Ofir/Mika**[1]:
   Budget/target: (will be paid via Daniel/PW) $500k for the Left (all within Ofir's discretion); $300k (inc. content AND distribution) for Mika's approach to Centre; $200k to appeal to Centre but done in consensus by Mika and Ofir.
   Campaign: Ofir Kedar and Didi Remez (group 1) and Mika Almog (group 2) will be creating and distributing a variety of video content for various demographic targets. Group 1's work will be based upon polling work done by Dahlia Schiendlin.
   Staffing: Ofir Kedar and Mika Almog reporting to Daniel.
   Support needs: None

4. **Eichenbaum/Gerstein:**
   Budget: ? (Eichenbaum/Gerstein are fundraising separately)
   Target: see campaign

---

[1] On 4th of January meeting, Ofir and Mika agreed to create video for V15 and OVI from his budget, with allocation of costs for dissemination/promotion to be decided by Daniel on his January trip. These videos will incorporate OVI/V15 branding and calls to action. Polly has removed videos (NIS175k) from budget.

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Campaign: Negative campaign to discredit the right among center voters and GOTV focused on the left. Both based on extensive public opinion research.
Staffing: David Eichenbaum and Jim Gerstein.
Support needs: Digital expertise from 270 Strategies covered by OV/PW

5. **Generals:**
Budget: NIS 1 million (personal commitment from Daniel)
Target: ?
Campaign: Amnon Reshef is running a three month campaign aimed at countering security argument for status quo/promoting security argument for API.
Staffing: Ephraim Sneh is focal point. Nissim Duwek as communications director.
Support: May require grassroots support/coordination with V15 and OVI.

Resources & Sharing:

1. **Polling/Focus Groups**

- Ofir Kedar is working with Dahlia Schiendlin on polling that will inform the video work, and sharpen message. This is drawn from budget Daniel has committed to Ofir/Mika, and will be used only for their work. Shir and Regev may use some of the info to inform their refinement of campaign message, but critical that alternative polling solution found for V15/OVI for remainder of campaign
- David Eichenbaum is working with Jim Gerstein to prepare polling and focus group work throughout the election, which their negative campaign will draw strategic insight from. David has indicated willingness for OVI and V15 to also use this polling/feed into questionnaire and focus group preparation so that this polling underpins strategy of all three initiatives, as part of quid pro quo RE: 270 and data (see below)

2. Promotion:

Where possible, default position of **all** members of this collaborative network should be to share and promote each other's content on their social media networks. OVI has the single-biggest pre-existing social media capacity, so it's important that this is used to amplify and draw attention to content that other campaigns are generating.
Any cost for promotion of content should however be drawn from budget of the primary organisation.

Confidential Trestment Requestec By PeaceWorks Network Foundation PWF00012953

Message

From:	Darya Shaikh [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=DARYA]
Sent:	10/25/2013 7:31:52 PM
To:	Marc Ginsberg [redacted]
Subject:	FW: Marc Ginsberg Becomes CEO of Peaceworks Foundation. Take #2
Attachments:	OneVoice_All_DonorDocuments.pdf

Just wanted to connect the give you some background Peter Weinberg, of Perella Weinberg, was a significant donor to OneVoice in 2007. He gave 100K. His son was ill and at the time, he felt he could not commit to continued support.

Mainly sharing as an fyi

ONE VOICE

Help us out! Check out our Skoll Crowdrise Campaign here: http://www.crowdrise.com/onevoice_ssec/fundraiser/onevoice

From: Marc Ginsberg [redacted]
Sent: Monday, October 14, 2013 11:44 AM
To: Terry Meguid
Subject: Re: Marc Ginsberg Becomes CEO of Peaceworks Foundation. Take #2

Terry, thanks. I decided as I look at my bucket list that I must devote myself to making every and any effort to get that Palestinian state in place once and for all.

Let me tell you what we have done so far:

1. Launched an entrepreneurial socio-economic agribiz initiative in Area C so I can transfer equity to young Palestinians to own and manage and make a political statement. I have Tony Blair, McKinsey and the PA fully on board, as well as the Israeli military authorities (see attached)

2. Initiated a fully integrated grassroots and media campaign in Israel and Palestine to support the Kerry negotiations. I have hired the Obama grassroots team and graduates of the Clinton communications operation and several Israeli and Palestinian advertising firms to sustain a 9 month campaign. The USG has given us a grant of $350 for grassroots only. So I need to raise @4/5K for the targeted media campaign. See attached.

Can you help me out? Kerry's staff blessed this as the best communications strategy presented to them. This is serious stuff now.

Marc

------ Original Message ------
Received: Mon, 14 Oct 2013 10:31:39 AM EDT
From: Terry Meguid <[redacted]

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To: "[redacted]
Subject: Re: Marc Ginsberg Becomes CEO of Peaceworks Foundation. Take #2
Marc...
This is a terrific development for all concerned, especially the people of Israel and Palestine. I wish you all the best! Terry

----- Original Message -----
From: Marc Ginsberg [redacted]
Sent: Wednesday, September 18, 2013 11:38 PM Eastern Standard Time
To: undi-sclosed <[redacted]
Subject: Marc Ginsberg Becomes CEO of Peaceworks Foundation. Take #2

My apologies for sending an email impolitely coded by web gremlins. Here is
the abridged message hopefully "de-gremlined". Marc
Forwarded message is attached.

Please see important legal disclaimer at http://www.pwpartners.com/disclaimers.html
<http://www.pwpartners.com/disclaimers.html> which must be read and considered in connection with the information in and attached to this email.

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Message

From: Jennifer Prystupa [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JENN]
Sent: 2/2/2015 10:58:04 PM
To: Josh Nerpel [redacted] Marc Ginsberg [redacted]
CC: Christina Taler [redacted] Josh Rutstein [redacted] John Lyndon [redacted] Nurettin Aydogan [redacted] Khaled Abohalima [redacted]
Subject: RE: U.S. State Dept -- Frank Lowenstein

So far removed the logo from Partners page and the 2013 annual report.

From: Jennifer Prystupa
Sent: Monday, February 02, 2015 5:31 PM
To: Josh Nerpel; Marc Ginsberg
Cc: Christina Taler; Josh Rutstein; John Lyndon; Nurettin Aydogan; Khaled Abohalima
Subject: RE: U.S. State Dept -- Frank Lowenstein
I would also appreciate a second set of eyes and brains, which would be more reliable than just my own.

From: Josh Nerpel
Sent: Monday, February 02, 2015 5:29 PM
To: Marc Ginsberg
Cc: Jennifer Prystupa; Christina Taler; Josh Rutstein; John Lyndon; Nurettin Aydogan; Khaled Abohalima
Subject: Re: U.S. State Dept -- Frank Lowenstein
Jenn, can you please be responsible for this.

While we can remove all references, I believe there can still be cached copies of the site that would appear in google searches etc that could show reference to it. I am adding Nuri and Khaled who can speak to that point.

Josh

On Feb 2, 2015, at 5:09 PM, Marc Ginsberg [redacted] wrote:
I just want to make sure that when I go back to the State Department there is not one iota of reference to the USG...so it has to be an absolutely thorough scrub and I would like to know who is responsible for advising me that the task was completed.

Marc

From: Jennifer Prystupa
Sent: Monday, February 02, 2015 5:03 PM
To: Josh Nerpel; Marc Ginsberg
Cc: Christina Taler; Josh Rutstein; John Lyndon
Subject: RE: U.S. State Dept -- Frank Lowenstein
I asked Nuri to handle that since it's on a part of the website backend I have trouble accessing.

Christina - you taking it down from Issuu?

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From: Josh Nerpel
Sent: Monday, February 02, 2015 4:58 PM
To: Jennifer Prystupa; Marc Ginsberg
Cc: Christina Taler; Josh Rutstein; John Lyndon
Subject: RE: U.S. State Dept -- Frank Lowenstein
Removing Daniel.

Its on the annual report on the website.

From: Jennifer Prystupa
Sent: Monday, February 02, 2015 4:58 PM
To: Josh Nerpel; Marc Ginsberg
Cc: Daniel Lubetzky; Christina Taler; Josh Rutstein; John Lyndon
Subject: RE: U.S. State Dept -- Frank Lowenstein

They are removed from the partners page. i dont ever remember publicizing them in any other way - christina, if you can think of any other places...i'll keep looking.

From: Josh Nerpel
Sent: Monday, February 02, 2015 4:52 PM
To: Marc Ginsberg
Cc: Daniel Lubetzky; Christina Taler; Josh Rutstein; Jennifer Prystupa; John Lyndon
Subject: RE: U.S. State Dept -- Frank Lowenstein
Adding Jenn to make the edits to the website that they have requested.

Attached is the fact sheet that was being pitched to media matters. Unsure of status of publication.

From: Marc Ginsberg
Sent: Monday, February 02, 2015 4:48 PM
To: Josh Nerpel
Cc: Daniel Lubetzky; Christina Taler; Josh Rutstein
Subject: U.S. State Dept -- Frank Lowenstein
Importance: High

Josh,

Frank Lowenstein just called me. He is tasked with preparing a response for Sec. Kerry to Sen. Cruz et al. He asked me to be the exclusive point person on contacts with the Department on the entire matter; and not other staff.

Also,

1. Frank requested us to IMMEDIATELY remove from our OV website any reference to a "partnership" with the U.S. State Department and/or any reference to the State Department or the U.S. Government serving as one of our partners. We must make sure this is taken care of TODAY.

2. I want to make sure our website is TOTALLY SCRUBBED to make sure there are no other references to the USG.

3. Frank asked me to provide him copies of any facts sheets or proposed donor communications so that as the response is prepared to Cruz's letter, I can make sure the Department is getting its facts correct.

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I understand there are just 2 documents that are outward facing: 1 The Media Matters fact sheet; and 2) the draft communications to key donors & donors in general. But am unaware what the status is of the former; you just forwarded me the latter for review.

Any questions on this, please advise immediately.

Marc

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ONE VOICE ISRAEL **SIS70013GR143**

U.S. Department of State
Award Specifics

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DATA ELEMENTS:

1. **Award Number: SIS70013GR143**

2. **Amount of Award: $ 233,500**

3. **Purpose/Scope of Award:** The grant will defray the costs of a multifaceted campaign by OneVoice Israel that will engage Israelis and mobilize them to actively support the resumption of peace negotiations and a two-state solution to the Palestinian-Israeli conflict. The campaign will last for a total of nine months, from October 15, 2013 to July 15, 2014, regardless of the outcome of the negotiations that began at the end of July 2013. The campaign will proceed on three parallel tracks. (1) A combination of public relations, advertising, and social media; (2) A cogent, scalable, and highly visible grassroots campaign; and (3) through seeding in of elite influencers and respected voices that can reinforce the message and momentum produced by the grassroots and media work. The grant will specifically fund campaign outreach, training for volunteers, campus organizers, and social media platforms and efforts to engage elite opinion makers to advocate for a two-state solution.
   Duration: September 23, 2013 – November 30, 2014.

   Goals: The grant promotes MSRP Goal #2 – Ending the Arab-Israeli Conflict.

4. Grants Officer Contact Information:
   Michele Dastin-Van Rijn
   Cultural Affairs Officer
   U.S. Embassy in Tel Aviv
   [redacted]

5. Payment Method: EFT USD – SF 270 ATTACHED
   The Standard Form 270 Request for Advance or Reimbursement Payments may be requested in the amounts required by the recipient to carry out the purpose of

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this award. The SF-270 must be certified by the appropriate person, numbered consecutively and identified for the period which payment is claimed. Each payment must be the amount of expenditures anticipated or actually incurred during the requested period less any unexpended funds remaining from prior payments. This information must be reflected on the Standard Form 270 submitted for payment. When submitting a request for payment use the address provided on the DS-1909. Requests for payments must be submitted in sufficient time to allow at least fourteen (14) working days for processing.

6. Post Award Compliance:

Department Of State Standard Terms and Conditions for Federal Assistance Awards are incorporated by reference and made part of this Notice of Award. Electronic copies containing the complete text are available at: http://fa.statebuy.state.gov, under Resources select Terms and Conditions to access the overseas terms and conditions applicable to the Recipient.

The Recipient and any sub-recipient, in addition to the assurances and certifications made part of the Notice of Award, must comply with all applicable terms and conditions during the project period.

7. Authorized Budget

Budget Summary: See next page

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ONE VOICE ISRAEL **SIS70013GR143**

ONEVOICE ISRAEL CAMPAIGN

	Description	OneVoice Israel	Federal
GRASSROOTS CAMPAIGN			
1. Personnel		**$97,610.00**	**$ 105,540**
(a) Program Manager	9 months $3,000/month	$ 22,460	$ 4,540
(b) Regional Coordinators			
Northern Regional Coordinator	9 months $1,000/month	-	$ 9,000
Southern Regional Coordinator	9 months $1,000/month	-	$ 9,000
Central Regional Coordinator	9 months $1,000/month	-	$ 9,000
Jerusalem Regional Coordinator	9 months $1,000/month	-	$ 9,000
(c) Canvassing Team - stipends	9 months $4,000/month	-	$ 36,000
(d) Admin/Data Entry Support (LOE .35)	9 months $1,000/month		$ 9,000
(e) Grassroots Organizing Consultant	one time fee at $20,000		$ 20,000
(f) PR & Advertising Project Manager (LOE .60)	9 months $1,800/month	$ 16,200	-
(g) Admin/Data Entry Support (LOE .35)	9 months $1,000/month	$ 9,000	-
(h) PR Firm/Consultants	9 months $3,500/month	$ 31,500	-
(i) Social Media Project Manager (LOE .40)	9 months $1,200/month	$ 10,800	
(j) Admin/Data Analyst (LOE .30)	9 months $850/month	$ 7,650	
2. Fringe Benefits		**$5,238.00**	**$ 12,960**
Fringe Benefits at 12% for all personnel	9 months $2,022/month	$ 5,238	$ 12,960
3. Travel		-	**$ 6,750**
Transportation	9 months $750/month	-	$ 6,750
4. Equipment		**$0.00**	**$ 58,500**
Communications - Cell Phones, Data Usage	9 months $500/month	-	$ 4,500
Accommodations & Participant Support Cost	9 months $1,500/month	-	$ 13,500
A/V Tools	9 months $1,000/month	-	$ 9,000
Documentation	9 months $1,000/month	-	$ 9,000
Branded Materials - Hats, T-shirts, Pins, etc...	9 months $1,000/month	-	$ 9,000
Printed Materials: brochures, banners, handouts	9 months $1,500/month	-	$ 13,500
5. Supplies			
6. Contractual			
7. Construction			
8. Other Direct Costs		**$303,750.00**	**$ 49,750**
Monitoring & Evaluation	9 months $1,222/month		$ 11,000
Trainings & Briefings	9 months $750/month	$ 6,750	
Advertisement			
Radio Spots	9 months $3,500/month	$ 31,500	
Newspaper Ads	9 months $6,500/month	$ 58,500	
Web Banner Ads	9 months $7,500/month	$ 67,500	
Billboards, Public Banners	9 months $6,000/month	$ 112,500	
Viral Video Production	3 short videos $2,500/film	$ 7,500	
Filming			

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ONE VOICE ISRAEL **SIS70013GR143**

Web Banner Ads	9 months $7,500/month	$ 67,500		
Billboards, Public Banners	9 months $6,000/month	$ 112,500		
Viral Video Production				
Filming	3 short videos $2,500/film	$ 7,500		
Editing	3 short videos $2,000/film	$ 6,000		
Seeding & Distribution	3 short videos $4,500/film	$ 13,500		
Mini-Site				
Design	one time fee at $8,500	-	$ 8,500	
Hosting	9 months $750	-	$ 6,750	
Facebook Application				
Design	one time fee at $10,000		$ 10,000	
Social Media Ads	9 months $1,500		$ 13,500	
9. Total Direct Costs (lines 1-8)				
$640, 098				
10. Indirect Costs				
11. Total Costs (lines 9-10)				
$	**640,098**	**$406,598.00**	**$233,500.00**	
12. Cost-Sharing				
OVI Total Cost Share: $406,598				

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8. Reporting and Monitoring:

The Recipient is required to submit quarterly narrative and financial reports (SF-270 and SF-425) 30 days after the calendar year quarter (December 31st, 2013, March 31st, 2014, June 30th 2014 and September 30th 2014).

Request for Advance or Reimbursement Form and Federal Financial Report (SF-270 and SF 425) can be found at OMB's website: http://www.whitehouse.gov/omb/grants_forms/

A final certified financial report and narrative report must be submitted to the Grants or Principal Officer within 90 days after the award period end date.

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ONE VOICE ISRAEL **SIS70013GR143**

U.S. Department of State
Post/Program Specific

A DOS Notice of Award consists of the following four components:

- DS-1909 Federal Assistance Award Coversheet – mandatory for all DOS Awards
- Award Specifics
- Bureau/Program Specifics (below)
- Standard Terms and Conditions (available either on-line or printed from the A/OPE/FA website http://fa.statebuy.state.gov)

DATA ELEMENTS:

1. **Substantial Involvement** : NA

2. **Pre-Award Costs** : NA

3. **Program Income** : NA

4. **Cost-Sharing:** $406,598

It is understood and agreed that the Recipient must provide the minimum amount of cost sharing as stipulated in the Recipient's budget approved by the Grants Officer. Cost sharing may be in the form of allowable direct or indirect costs. The Recipient must maintain written records to support all allowable costs which are claimed as being its contribution to cost participation, as well as costs to be paid by the Federal Government. Such records are subject to audit. The basis for determining the value of cash and in-kind contributions must be in accordance with 22 CFR 145 (OMB Circular A-110 (Revised), Subpart C. Section 23 Cost Sharing and Matching). In the event the Recipient does not provide the minimum amount of cost sharing as stipulated in the Recipient's approved budget, the DOS's contribution will be reduced in proportion to the Recipient's contribution.

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5. **Sub-recipients**: NA

6. **Waiver of the Acknowledgement of DOS or USG involvement: NA**

7. **Waiver of the Publications for Professional Audiences**: NA

8. **Additional Bureau Specific Requirements**:

A. Grants Officer Representative (GOR)

The Grants Officer's Representative (GOR) for this award will be Eitan Schiffman, Cultural Affairs Specialist. The GOR is responsible for coordinating the programmatic, technical, and/or scientific aspects of this award. Any correspondence related to programmatic issues should be directed to the following address:

[redacted]
Cultural Affairs Specialist
U.S. Embassy in Tel Aviv
Email: [redacted]

B. Grants Specialist Contact Information

A Grants Specialist has been designated to handle all business and fiscal matters pertaining to this grant. Contact the Grants Specialist for all fiscal and business matters, including budget changes, etc. The Grants Specialist's name, address, and telephone number are:

[redacted]
U.S. Embassy in Tel Aviv
Email: [redacted]

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C. Recipient Contact Information

The Recipient Administrator and Signatory to be contacted in regard to this Agreement's Terms and Conditions is:

Name: Ms. Laura Talinovsky
Title: Executive Director
ORG: One Voice Israel
[redacted]

D. Reporting Requirements:

Grantees are required to send all quarterly narrative and financial reports to GOR, [redacted] – [redacted].

Grantees are required to submit program reports and financial reports on a quarterly basis. Reports must be submitted no more than 30 days following the end of each calendar year quarter (December 31st, March 31st, June 30th and September 30th). The Federal Financial Report (SF-425) is the required form for the financial reports.
Progress Reports, should be compiled according to the objectives/goals of the project as outlined in the proposal, Monitoring and Evaluation Plan, and the statement of work provided in the grant. For each objective/goal, reports should include:

- significant activities of the period and how the activities reflect progress toward achieving goals/objectives, including how activities are meeting benchmarks/targets as set in the M&E plan;
- evaluation of progress on goals/objectives with supporting quantitative data and qualitative narratives, in accordance to the output and outcome indicators;
- any tangible impact or success from the program, when possible;
- any problems/challenges in implementing the program and a corrective action plan;
- Supporting documentation or products related to the project activities (such as articles, meeting lists and agendas, manuals, etc.).

Reports should also include an update on expenditures during the quarter.

Quarterly progress reports should also reflect the grantee's continued focus on measuring the project's impact on the overarching goals or problems the project

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set out to address. An assessment of the overall project impact, as appropriate, should be included in each quarterly project report.

Grantees that are receiving multiple grants must submit a separate set of reports for each grant.

A final SF-425 financial report shall be submitted within 90 days after the expiration date of the grant award. A final summary report is due 90 days after the grant expires. Embassy Tel Aviv-PAO encourages grantees to include an in-depth impact assessment and/or project evaluation in the final project summary report. The project summary should include quantitative and qualitative data relating to the project's goals and objectives, project outputs and overall project impact.

E. Payment Schedule:

Payments are to be disbursed on a calendar year quarterly basis.

F. Audit Report:

The recipient must submit a copy of the annual organizational audit report.

A final certified audit report for the project must be completed and submitted not later than 90 days after the completion of the program.

9. Special Award Conditions: NA

10. Deviations: NA

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Message

From: John Lyndon [redacted]
Sent: 1/5/2015 2:15:58 PM
To: Josh Nerpel [redacted] Polly Bronstein [redacted]
CC: Jamie Kessler [redacted]; Mara Lee [redacted] Baruch Spiegel [redacted]; Payton Knopf [redacted]
Subject: Re: New Program

As far as I'm aware the most recent language we have is still the document Polly shared last week. Have saved it to the Google Drive in V15 folder.

From: Josh Nerpel <[redacted]
Date: Monday, 5 January 2015 14:12
To: Polly Bronstein <[redacted]
Cc: John Lyndon <[redacted]; Jamie Kessler <[redacted] Mara Lee [redacted], Baruch Spiegel <[redacted] Payton Knopf [redacted]
Subject: Re: New Program

Has this language been drafted for me to share with the attorneys today?

On Dec 31, 2014, at 2:22 PM, Polly Bronstein - OneVoice IL <[redacted]> wrote:
First thing tomorrow

[redacted]

From: John Lyndon [redacted]
Sent: Wednesday, December 31, 2014 2:41 PM
To: Josh Nerpel
Cc: Polly Bronstein; Jamie Kessler; Mara Lee; 'Baruch Spiegel'
Subject: RE: New Program

Polly: can you take care of this?
I'm adding Baruch too, as we need Gilad Sher to weigh in ASAP on legality under Israeli law

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From: Josh Nerpel [redacted]
Sent: 31 December 2014 12:10
To: John Lyndon
Cc: Polly Bronstein; Jamie Kessler; Mara Lee
Subject: Re: New Program

If you can send me language we have agreed upon with v15 that will be used publicly to describe the campaign I can forward to attorneys. This should be whatever mission statement or guiding principles that we have agreed to join forces behind.

I do think if speaks explicitly to directly to mobilizing a distinct political block we may have a problem.

The way to think about this from a 501(c)(3) perspective is that we are allowed to do work that is consistent with our mission of educating the public about our issue as it relates to elections and the importance of voting. The way it is described is that we are providing information for the greater good and then can mobilize people around that, but it can't be geared toward a certain political, candidate or party stance to be perceived as directly benefiting any of those parties.

It's all about how we describe the work we are doing in outward facing materials.

On Dec 31, 2014, at 6:58 AM, John Lyndon [redacted] wrote:
One of big tensions here is cultural difference. V15 isn't talking about getting vote out for candidate or a party, but is talking about doing it for a distinct electoral bloc. The centre-left comprises of several parties. Question is whether this is in itself too partisan for Israeli or US law. Need clarity ASAP

From: Josh Nerpel [redacted]
Sent: 31 December 2014 11:45
To: John Lyndon; Polly Bronstein; Jamie Kessler; Mara Lee
Subject: Fwd: New Program

Please see the below from our attorneys from a few weeks ago. I will discuss this in detail next week.

It would be helpful to have samples of potential messaging or documents we intend to use publicly that describe how we intend to position ourselves that I can share with them as well.

Josh

Begin forwarded message:
From: "Butzel, Laura E. (x2970)" [redacted]
Date: December 9, 2014 at 6:35:52 PM EST
To: Daniel Lubetzky <[redacted]> Team DL <[redacted]>
Cc: "Alamo, Ilia (x2114)" <[redacted]>, Marc Ginsberg <[redacted]> Josh Nerpel

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[redacted]

Subject: RE: New Program

Redacted

From: Daniel Lubetzky [redacted]
Sent: Tuesday, December 09, 2014 6:19 PM
To: Butzel, Laura E. (x2970); Team DL
Cc: Alamo, Ilia (x2114); Marc Ginsberg; Josh Nerpel
Subject: RE: New Program

Redacted

Daniel Lubetzky
CEO & Founder

[redacted]

NEW STRONG & KIND Bars!

From: Butzel, Laura E. (x2970) [redacted]
Sent: Tuesday, December 09, 2014 1:16 PM
To: Daniel Lubetzky
Cc: Alamo, Ilia (x2114)
Subject: New Program

Redacted

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Redacted

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PWF00009483

Message

From: John Lyndon [redacted]
Sent: 12/31/2014 10:53:47 AM
To: Josh Nerpel [redacted] Polly Bronstein [redacted]; 'Baruch Spiegel' [redacted] Payton Knopf [redacted]; Mara Lee [redacted]; Jamie Kessler [redacted]
Subject: RE:

Would be good to have US legal opinion ASAP. On a call last night with 270 + Martin Bunzl and Oriella, there was some scepticism that a GOTV effort with this level of messaging specificity RE: centre-left could be funded by a 501 c3.
Oriella is meeting with V15 guys today I believe, and will dig into details with them a bit more.
Polly, if you could let us know how conversation with them today about OV role/visibility goes, that'd be great. I can aim to tidy and tighten doc over weekend once we have clarification on below

From: Josh Nerpel [redacted]
Sent: 31 December 2014 02:20
To: John Lyndon; Polly Bronstein; 'Baruch Spiegel'; Payton Knopf; Mara Lee; Jamie Kessler
Subject: RE:

What is the intended audience of this document?

Once you have a cleaned up version I can share with our attorneys here, who I have a meeting with next week when I return from leave from the US legal point of view.

I know OV has not been added, but think we want the document to read as a movement and campaign that OV is playing an influential role in leading, not that it is a partnership between two entities (OV and V15).

Josh

From: John Lyndon [redacted]
Sent: Tuesday, December 30, 2014 7:16 AM
To: Polly Bronstein; Josh Nerpel; 'Baruch Spiegel'; Payton Knopf; Mara Lee
Subject: RE:

Thanks Polly,

This is a helpful first step.

A few points:

- We need a legal opinion that states that the framing is within bounds for legal operations during an election. This corresponds to BOTH Israeli law and to US 501©3 regulations. We cannot tell Israelis who to vote for, but rather can focus on asking them to vote for change, and targeting resources in such places as increases likelihood of the right people getting to polls.

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- The recurring use of "centre-left" may be an issue. There are ways to frame our language so as to allude to this group without being so specific. Also, many Israelis believe in centre-left ideals, but do not want to be identified as centre-left. We could have a larger target audience is we are mindful of this fact, and find synonyms that allow us to say same things but not be pigeon-holed as a result

- The structure and tactics still need elaboration, as does OV's legal and structural relationship to V15. I understand that this is yet to come. Individual events/tactics that we're pretty sure we'll be doing (street parties for voters, big event in TLV, for example) should probably be alluded to if we're confident they're part of plan.

If you could send an email update on progress on these areas—and anywhere else where more clarity emerges—by end of week, I'll do a re-write and circulate a second draft over weekend

Thanks,

John

From: Polly Bronstein - OneVoice IL [redacted]
Sent: 30 December 2014 09:11
To: John Lyndon; 'Josh Nerpel'; 'Baruch Spiegel'; 'Payton Knopf'; 'Mara Lee'
Subject:

Hi John,
Take a look at the document attached about v15 and see if this is what you wanted to start with, as for the document describing the operation, it needs our side to it.

[redacted]

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	A	B	C	D	E
1	Transfers to OVI				
2	Date		Amount	Notes	Account Used for Wire
3	12.31.14		$150,000	OVI and V15	c3
4	1.7.15		$150,000	Transfer for OVI and V15	c3
5	1.27.15		$50,000	OVI + Kedar, not V15	c4
6	1.27.15		$200,000	$100k for Mike Armour, $100k for V15	c3
7	1.28.15		$300,000	V15	c3
8	1.29.15		$145,000	V15	c3
9	2.3.15		$100,000	V15	c4 to reconcile previous transfers, money was sent back to c3 (receives 12.31.14 - $150,000 1.7.15 - $150,000 1.29.15 - $145,000 1.27.15 - $100,000 of a $200,000 transfer.
10	2.12.15		$200,000	$100,000 V15 $100,000 Mike Armour	c4 - data not clear/mentioned in email titled "Wire transfer" dated 2/12/2015
11	2.12.15		$250,000	V15	c3 - per c3 phone bank and also per email "Telecall Contract" dated 2/12/2015
12	2.17.15		$150,000	V15	c4 - Payment directly to V15 for V15's credit line - per email of PeaceWorks Action, Inc.
13	2.23.15		$250,000	V15	c4
14	2.24.15		$300,000	V15	c3 to be used for c3 specific emails as per "Kedar's email
15	2.27.15		$150,000	V15	c4
16	3.4.15		$400,000	V15	c4 to reconcile previous transfers on 1.28.15 $300,000 & 1.27.15 $100,000
17	Total:		$3,240,000		

Message

From: Josh Nerpel [/O=PEACEWORKS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JOSH]
Sent: 2/11/2015 3:14:58 PM
To: Katie Parsons [redacted] Mara Lee [redacted]
CC: Jamie Kessler [redacted]
Subject: RE: Questions

From: Josh Nerpel
Sent: Wednesday, February 11, 2015 10:01 AM
To: Katie Parsons [redacted] Mara Lee
Subject: FW: Questions

Not sure there is a creative way around this..

From: Bell, Megan E. (x2077) [redacted]
Sent: Wednesday, February 11, 2015 9:31 AM
To: Josh Nerpel
Cc: Butzel, Laura E. (x2970)
Subject: Re: Questions

Redacted

On Feb 11, 2015, at 8:35 AM, Josh Nerpel [redacted]

Redacted

Begin forwarded message:
From: Katie Parsons [redacted]
Date: February 11, 2015 at 8:34:39 AM EST
To: Josh Nerpel [redacted]
Cc: Mara Lee [redacted]
Subject: Re: Questions

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We're just ID'ing for now - it's completely unbranded. As far as respondents know, this is just a standard political poll.

Any conversation where we talk about agreeing, joining, or volunteering will not happen until FOs get back in touch with respondents on a new call.

On Wed, Feb 11, 2015 at 3:28 PM, Josh Nerpel <[redacted] wrote:
Please see the attorneys response to the phone banks. With the voter id portion are we actually asking people to help or is the intention at that point just to id?

Josh

Begin forwarded message:
From: "Butzel, Laura E. (x2970)" <[redacted]
Date: February 11, 2015 at 8:21:01 AM EST
To: Josh Nerpel <[redacted]
Cc: "Bell, Megan E. (x2077)" [redacted]
Subject: Re: Questions

Redacted

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.
From: Josh Nerpel
Sent: Wednesday, February 11, 2015 8:07 AM
To: Butzel, Laura E. (x2970)
Cc: Bell, Megan E. (x2077)
Subject: Re: Questions

Redacted

On Feb 10, 2015, at 5:51 PM, Butzel, Laura E. (x2970) <[redacted] wrote:

Redacted

From: Josh Nerpel [redacted]
Sent: Tuesday, February 10, 2015 4:27 PM
To: Butzel, Laura E. (x2970); Bell, Megan E. (x2077)
Subject: RE: Questions

Redacted

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Redacted

From: Butzel, Laura E. (x2970) [redacted]
Sent: Tuesday, February 10, 2015 3:47 PM
To: Josh Nerpel; Bell, Megan E. (x2077)
Subject: RE: Questions

Redacted

From: Josh Nerpel [redacted]
Sent: Tuesday, February 10, 2015 10:39 AM
To: Butzel, Laura E. (x2970); Bell, Megan E. (x2077)
Subject: FW: Questions

Redacted

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Redacted

From: Josh Nerpel
Sent: Monday, February 9, 2015 3:19 PM
To: Mara Lee; Katie Parsons ([redacted] Jamie Kessler
Subject: Questions

I am going through the budget and trying to parse out anything that is c3 vs. c4. A few questions:

1) Paid Canvass?

   a. What script are they using and what lit are they carrying?

2) Paid Phone Bank

   a. What script will be used here?

3) GOTV and election day

   a. How overtly political is this going to be? Particular lit or posters or anything that have direct reference to changing the government?

Josh Nerpel

Executive Director | OneVoice Movement

[redacted]

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--
Katie Parsons
270 Strategies
[redacted]

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Message

From:	Josh Nerpel [/o=PeaceWorks/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=josh]
on behalf of	Josh Nerpel [/o=peaceworks/ou=exchange administrative group (fydibohf23spdlt)/cn=recipients/cn=josh]
Sent:	3/3/2015 6:28:38 PM
To:	John Lyndon [redacted]
CC:	Jamie Kessler [redacted]
Subject:	Campaign Budget Final March 2015.xlsx
Attachments:	Campaign Budget Final March 2015.xlsx

Let me know if you want me to build this out more. I was going to type more up, but the numbers speak for themselves.

Let me know what else you want me to add in.

Current Campaign Budget Situation:

Income:

C3 $3,193,744.92

C4 - $3,514,982.00

Total Income: $6,708,726.92

Budgeted:

C3 - $2,991,650

C4 - $4,175,387.77 (with $3.2mil v15 budget)

Total Budgeted: $7,167,037.77

Income vs. Budgeted: -$458,310.85

Outstanding Contributions:

DL $1,000,000

Redacted

Total: $1,675,000

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Message

From: Jamie Kessler [redacted]

Sent: 8/14/2014 8:50:08 PM
To: Marc Ginsberg [redacted]
CC: Josh Nerpel ([redacted]
Subject: RE: PWF and OVE Board Call 2014 - Meeting Minutes

Hi Marc,

Below are the meeting minutes from today's call. I also have them in a word document if you would prefer that to email format. Please let me know if you would like me to send around to the group.

Many thanks,
Jamie

Joint OVE/PeaceWorks Board Call Minutes of Action
August 14, 2014

Present:
OneVoice Staff
Marc Ginsberg
Josh Nerpel
John Lyndon
Jamie Kessler

OneVoice Europe Board
Denise Joseph
Greg Rack
Graham Edwards
Lawrence Radley
Russell Mischon

PeaceWorks Board
Daniel Lubetzky
Harriet Green
Samer Hamadeh

Action Items:

1. **Marc** to circulate the UK/US board agreement to US board
2. **Marc** to circulate one-pager on what 270 strategies has done for the organization so far and where they are headed
3. **Jamie** arrange another meeting for the UK and US boards to meet in a month
4. **Greg email Daniel** and he will introduce him to Baruch to help drive connecting with Yuval Diskin

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Opening Statements from Marc:

- It is **unproductive to have two separate boards** that did not have an operational partnership in helping to manage the fundraising and strategic planning for OneVoice.
- How can the board in the United States that doesn't match the commitment demonstrated by the UK board and the two boards should join forces
- Lawrence and Marc **negotiated a partnership agreement between the two boards** that effectively regularizes the relationship between the two organizations in a way that was not there before. This agreement was circulated among UK board members and will likely be confirmed at the next board meeting.

Discussion on New Proposed Strategy:

- The tentative strategy that we constructed came together with significant input from OVI, OVP, and John
- Marc and Josh met with Daniel yesterday and had a very productive and positive conversation about the new strategy
- It's clear that no strategy is good without a strong rallying cry around it. There will always be a contest of wills between the Israelis and Palestinians over where the heart of the message should be situated
- Time is running out to believe that we can be a social movement for much longer. We need to look at the silent majority on both sides who are not merely on the fringes of society and are prepared to make concessions for a negotiated two-state solution. The promise and hope of a two-state solution seems further away today than even six months ago. Unless we're able to mobilize a significant component of Israeli and Palestinian voters to vote in a way that achieves a political solution, our activities won't be of any consequence. The idea now is to not just build a staff but to build an organization
- We have radically overhauled how we do our grassroots outreach with the help of ***270 strategies***. It is one of the foremost organizations capable of helping OVI and OVP build capacity. There is no one in Israel and Palestine that has the ability to put in place a system like 270 is right now. If we put all of these things in place we can have a network that can reach out to voters
- **An election in Israel is now scheduled for 2017 but it is clear that this coalition may collapse earlier, and we have to be ready to move voices at that time in a way that can have an impact on political campaigns – *OneVoice needs to become not just a social movement but one that compels political change***
- Missing from the strategy is:
  - Call to action
  - Overarching slogan that will capture the imagination of Israelis and Palestinians
- In Palestine we don't know if there will be an election. It's conceivable that on the basis of what is happening in Cairo that Israel will have to welcome a unity government in Ramallah.
- We have an across the board consensus on the strategy for one of the first times in this organization
- **The next step is to aggressively fundraise, something that has been very difficult for the organization over the past few months**

Questions & Comments on the Strategy:

Harriet:

- Clearly the rallying call is important, but the piece that is missing is operations – what is it that we are actually going to do and with whom in terms of achieving the end goal? There seem to be some practical gaps in how exactly we will be implementing this strategy.
  - *Marc's response:*
    - One thing that polling has told us that consistently over the past several Israeli elections it has been the center that has controlled the elections. Our goal is to soften up that constituency to support those who are in favor of ending settlements and negotiating a two-state solution. Our job will be to run an aggressive and grassroots campaign to mobilize an

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army of volunteers to effectuate a change in the mentality of the voters who would probably now say that the only thing they care about is security.
- In the strategy memo the importance lies in the added staffing that we will need to manage this. We have to have the back of the house organizational structure to achieve these goals and we don't currently have it.

- Marc and Daniel agreed that there need to be a real over-arching call to action and that there needs to be a significant revising of the budget. Marc and Daniel talked at length of each organization's capacity to enact this strategy
- As the reconstruction of Gaza becomes a concern to many international aid organizations, there might be a way for the People's Blueprint to fit into all of this

Daniel:
- There are a lot of good aspects to the strategy. We do need to improve our human infrastructure and that we need to push the organization be best in class
- Daniel spent time on the plane working on the slogan and call to action and has some ideas of how to build on the work that the staff has already gone, but for the purpose of the call is

Lawrence:
- One of the points on the strategy is that moving over to the political sphere we can't be seen as pulling the strings from the UK and the US it needs to be coming from the region and merely having the UK and the US responding. Otherwise we put ourselves in danger of being excused of imposing an external dimension to the political climate.
  - *Marc's response:*
    - This has to be owned by OVI and OVP. They have to be able to manage the staff and operations. All we can do is support them and give them the guidance of strategy but ultimately they have to own it.

Denise:
- Concerns over the budget, not sure that she follows the various figures in the budget
  - *Marc response:*
    - We need almost 3Million dollars just to get through our current programming and we're only projected right now to raise 1.9, so we're already facing a 1M shortfall because we've invested so much already in staffing and 270. To be clear: this is not an American political consulting firm running an American campaign through the window of OVI and OVP this is an organization training OVI and OVP.
    - The rough budget that we put together for the strategy doesn't even reflect an accurate assessment for what the voter magnitude in Palestine and Israel is. The 10.5 million number is just a "guesstimate" of what it would cost to run these campaigns. We have to go back and put this into manageable bite-size portions

  - *Josh's response:*
    - The two documents that were sent in addition to strategy document were an update to the development strategy as well as a 2014 budget. The numbers that are reflected in those two documents are:
      - Base programming
      - Additional staff recommended by 270

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- In those 2 documents they don't fully integrate the numbers that are in the strategy document. There are added PR and communication campaigns. Those numbers are above and beyond what we're planning for the remainder of 2014

- *Denise:* 2.9 million dollars: That is projected? What is the difference between that and the expanded number?
  - Marc: the 2.9 is what we would be doing right now without the added strategy. It would be basically incrementally focused on increasing our grassroots campaign, but it wouldn't reflect the major change that we want to undertake.
- There is no financing strategy – where does OneVoice think that the money is going to come from? What is the strategy to get to 8.5 million?
  - *Marc's response*: If we just continue to pace we would still have to raise between 2.9 and 3.9 million dollars even without a major new strategy. We are onboarding a new development director next week as well.

Graham:

- In the States, what do development directors normally generate in terms of dollars per year?
  - *Marc's response:*
    - It is hard to know exactly because Elizabeth Levi is coming from an enormous organization where she had a staff of 35 people and was raising tens of millions of dollars a year, so we can't predict exactly what she is capable of raising.

Daniel:

- A lot of this depends on where we take this proposal – if we refine it or fine tune it – Daniel is confident that we can find a way to raise ten million dollars, including committing significant funds of his own.
- Daniel thinks that we need to refine further, and has worked on several things over the past few days. If we get there it will also require some courage on the part of our Palestinian and Israeli teams to buy into it.
- We're in a situation where we're moving pebbles in a situation where there is a mountain approaching us and we need a bold plan in order to move forward.

Greg:

- It seems like we've been going for 11 years and haven't made significant impact. If we can't do something bold then we need to just turn the lights off. We have a good concept, but it needs buy in and needs to be seriously refined.

Denise:

- Would like to see a strategy with a timeline that has various short-term objectives that are within our grasp now in addition to the long term objectives included in the strategy.
  - *Daniel's response*:
    - From a fundraising capability standpoint we have a very strong rolodex of people that we have frankly not truly activated because Daniel feels that we have not been ready to.
    - We've been doing 12 years of a little bit of this and that and there are places where we've made a difference, although in the big picture the difference is hard to see. If we don't enact a historic and bold strategy then we won't achieve any transformation. There have been moments where we have actually changed the course of history – Annapolis peace process for example. With 3-4 million dollars and a well-executed plan we have actually had some impact.

Lawrence:

- Immediate strategy would be to grow the US board with the right sort of people who have the right kind of connections and contacts in the way the UK board is built out

Daniel:

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- Karen Schaufeld has been open to joining the board and that is something that we need to follow up with immediately. Daniel has suggested names in the past, but we need to find people who will also be active in raising funds

Greg:

- By when will this board be restructured?
  - *Marc's response*:
    - We need to have at least 2-3 new members of the board by the end of September. He is having dinner with Karen Schaufeld next week who is a potential new board member

Graham:

- There is an unbelievable amount of interest in the subject. This is a subject that certainly could raise a lot of money, but Graham is not sure yet that we have a message or call to action yet to sell to people. How are we going to change the situation and how are we going to sell to people that we're going to change the situation. Can we tap into it in a way that we convince people that we are going to change the situation?
  - *Marc's response:*
    - This strategy in Israel at least is premised on shifting between 12 and 15 Knesset seats that are going to wind up supporting a two state solution.
  - *John's response:*
    - We're political, but we're non-partisan. We are pushing a political agenda, and we can't be afraid to push a bolder message even if it is outside the consensus.

November Delegation:

- There has been concern from Samer over whether or not the security situation will be conducive to a delegation. We have right now approximately 9 individuals from the US who have expressed interest in the delegation. We also know that from Polly and OVI that no matter what the environment is she really wants the delegation to move forward.
- There is concern from many of the UK board members about the ability and appropriateness of doing outreach for a delegation in November at this point.
- Marc emphasized that everyone at OV is hesitant as well, we wanted to proceed in November because if we have our strategy launched we could captivate donors, but it's not fatal to wait until January. Marc will speak to everyone who has expressed interest as well as the staff and see if it is still feasible in January

From: Jamie Kessler
Sent: Wednesday, August 13, 2014 3:55 PM
To: Daniel Lubetzky
Cc: Marc Ginsberg ([redacted]
Subject: RE: PWF and OVE Board Call 2014

Hi Daniel,

Below is the list of confirmed attendees for tomorrow's joint board call. Please let me know if you have any further questions.

August 14th Joint OVE/OVUS Board Call Attendees:

OVE Board:

Greg Rack
Lawrence Radley
Dr Usama Hasan

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Denise Joseph
Graham Edwards

PeaceWorks Board:
Harriet Green
Samer Hamadeh
Jonathan Prince [Tentative]

Thanks,
Jamie

From: denisejoseph[redacted]
Sent: 12 August 2014 11:36
To: John Lyndon
Subject: Re: PWF and OVE Board Call 2014

John

I plan to join the conference call.

Denise

Sent from my iPhone

On 8 Aug 2014, at 11:09, John Lyndon [redacted] wrote:
Dear Trustees,

I hope that you're all well. Disappointing news to see that hostilities have resumed this morning following failure to agree to long term ceasefire in Cairo. Here's hoping for better news later today.
You may have also seen OVI's "Abbas not Hamas" campaign (I sent an email to you in Marc's name this morning regarding it), which OVI are taking to the streets top promote this weekend. Let me know if you've any questions regarding it.

The reason I'm writing this morning however is regarding the joint call at **5pm GMT on 14th of August** with the PeaceWorks board in the US. I have copied the agenda below as well as dial-in details , and attached some supporting documents. Let me know if you have any questions, and can you also let me know if you now cannot attend?

Thanks

John

Agenda:

1) PWF and OVE Board Management (15min)
2) Fundraising and Finance (15min)
3) OneVoice Strategy (30min)

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Attached documents:

1) OV Strategy Memo
2) PWF and OVE Budget 2014 Budget
    a. Annual Comparison
    b. Budget Summary View
    c. Budget Detailed View
3) Development Update

<PWF and OVE Board Budget Documents.pdf>
<OV Strategy Memo Version 8-1-14.pdf>
<Development Update 8.7.14.pdf>

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Message

From: Marc Ginsberg [redacted]

Sent: 10/14/2014 8:36:59 PM

To: [redacted]

Subject: Marc Ginsberg for Martin Indyk

Attachments: Strategy Plan Budget 10-14-14.pdf; OVStrategyDoc MCG 10-14-14.docx

Martin:

I sent a penultimate version to Gail, but wanted to get this in front of you right away. Attached is the pitch proposal for our new Strategic Plan, and a proposed budget (PDF). I am just adding a little more art work and scrubbing it up for prime time, but I wanted to solicit your OFF THE RECORD assessment ("OTR" in case you don't want me to use your name at all with Daniel or anyone else...just double checking).

As you will see, I have lined up all my ducks, so to speak, but/but the $22M price tag is not chump change. As it is, it is a very trying time for me raising just the funds I need to finish our $3M annual operating budget needs.

If the Plan is going to have any conceivable chance of getting off the ground, it must:

1. Be unveiled in Israel (not the US) as an Israeli-centric plan (if otherwise, it just opens us up to needless Israeli criticism)
2. Receive some anchor financing from a couple of well-heeled donors.

I am eager to obtain your reaction. I am quietly reaching out to like-minded organizations here (i.e., New Israel Fund, Israel Policy Forum). What is most needed is a very quiet gathering of key individuals and organizations to explore how we can better work together to undertake some burden sharing AND building an leadership circle in Israel to be the public face of this effort.

I am tentatively planning to go to Israel November 13th. Can you help me meet with Peres and/or his son, Chemi? You offered to help set me up with some deep pocketed Israeli businessmen, as well.

Need to hear back from you ASAP.

Marc

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Message

From: Marc Ginsberg [redacted]

Sent: 10/24/2014 2:41:16 PM

To: Polly Bronstein [redacted]

Subject: Marc

Attachments: OneVoice Strategic Plan to Acheive Two States.docx

Polly, i wanted to share with you the finished version of the Strategic Plan, which is going to have to be postponed since the funding needs are too great right now to match against the fundraising projections we have developed into the first 2 quarters of 2015.

Nevertheless, it still remains viable and the fundraising environment will determine its viability.

Marc

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Message

From: Daniel Lubetzky [redacted]

Sent: 12/22/2014 6:50:36 AM

To: Daniel Lubetzky [redacted]

Subject: OVI feedback

Hi all,

Please see below for the notes and action items from today?s call. There is a lot there so I tried to pull out the main points at the top of the grassroots piece.

Thanks,
Jamie

Action items:

1. **Polly** meet with lawyer tomorrow and schedule weekly meetings with him
2. **Polly** will send a report from the Shir and Regev meeting on Monday
3. **Payton** will speak to Jim on Monday and also look into working with Dahlia if we can?t work with Jim and speak with Ofir who is already in touch with Dahlia
4. **Mara** will pick up from today?s discussion and update the organizational structure working with Polly to determine best spots for OVI staff
5. **Marc** will update the campaign document based on these conversations and John?s documents
6. **Marc** will connect John and Emily Greenwald and send the bullet points from her
7. **Marc** will send updates on the calls that Jeremy Ben-Ami is putting together
8. **Polly** will look into pulling together language for a card that V15 activists can use in the meantime to collect data from the people they?re reaching out to (connect with Mara and Katie)

Notes:

Arab-Israeli Piece

- Ken Bob prepared a 3 page fundraising brief ? John was on the phone with him earlier.
- Mohammad understands that he needs to bring in more partners. He is chairing a meeting this weekend and trying to stick to a deadline of finalizing the committee by Wednesday which should in theory satisfy Brian Lurie.
- We need to think about who will be owning on the international side the Arab-Israeli piece. Could this be Marc? We should make this decision by Christmas
- Jeremy Ben-Ami wants to arrange several calls for potential donors to be briefed on each bucket happening and then determining who would be interested in funding which bucket. John thinks people in the UK will also be interested.

Grassroots and GOTV

MAIN POINTS:

1. There?s a choice that needs to be made about what our relationship to V15 is organizationally and what that means for everyone working for OVI
    - 1st option: separate organization that behind the scenes we?re funding but little overlap in staff structure. Most costly but least complicated option
    - 2nd option: separate names but tons of overlap as far as staffing behind the scenes
    - 3rd option: folding the two organizations together completely and using only one brand and messaging

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2. Based on today's conversation the following seems to be the conclusion: Best way to move forward is for V15 to be a campaign that OVI is running focused on 20s and 30s secular Israelis with messaging and position determined by polling and focus groups. This should not exclude us from launching communication pieces that also appeal to a broader demographic.
3. There's a lot of work that still needs to be done to figure out how the OVI versus V15 brand will work together, particularly in regard to communications campaigns and our existing staff. Important to remember that we also need to think about how to be best prepared for the day after elections. *Additional notes on this piece below, but the next step is for Mara to work with Polly on the grassroots org structure and for Payton to take the lead on the communications side.*

ADDITIONAL NOTES:

- Mara had a call with the folks from V15:
  - They've done a lot of digital campaigning and that's where their expertise
  - They flagged overall field work as their weakness, especially if they get bigger and general organizational structure and logistics. They are very deferential in the best way to move the campaign forward
  - They vest a lot of value in the international team and resources that we bring
  - Lots of questions:
    - what exactly are we doing in the field and asking people to do? Paid canvass, volunteer driven etc?
    - political outreach. How are we defining center and center left
    - communications and messaging questions. We need to think about what we can bring to the communications table for them, which they are open to. Will inform what goes on a pledge card for them as well
    - questions around decision making and staff org, and hiring new staff
    - they have some data but are very excited about using 270 and our team to help them analyze it
    - operations question: phone lines, office lines, how things are being paid for
- Our charge now is figuring out our piece so that we can take advantage of this new structure and reality.
  - Can we essentially do it such that OneVoice is running a campaign called V15 – one slogan that brings various campaign staff together focused on one set of objectives, one budget, one comms strategy?
    - Having these multiple offices and staffs would seem like a nightmare to manage
    - We need to keep in mind that V15 as an organization won't exist after March 17. The only organization that will exist afterward is OVI
    - The only complication with this approach is because we have been working on a separate approach with Shir and Regev. We either need to integrate Nissim, Shir, and Regev or not have them be a part of what we're doing – we should make sure though that our communications team is designing something that will appeal to a broad audience
    - The majority of the wider persuasion bit is polling informed media campaigns
    - With grassroots side we're talking about more youth targeted work with V15?
      - If we're talking about canvassing and list-building your message is tied to the persuasion message.
      - Young people are not always the best to focus on for activism because although they're excited they're not necessarily dedicated, so we do want to have an expanded canvas campaign where we're going door-to-door and pulling in people
      - What does a fully integrated campaign with V15 mean for the communications side and what our message is? Is it about OV's issue or is it a much broader set?
      - In order to get public opinion research we have to decide what demographic we want that polling to be from
        - The V15 leadership and core activists determines this to an extent. The primary audience they're working with is mid 20s to mid 30s Gush Dan Israelis. There is definitely a swing there.
        - The way we need to think about what we're doing is that the grassroots work is going to be based on recruiting more people from that demographic

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        - If we need polling to inform some of these basic decisions and Jim can't do it until early January than there might be an argument for going with someone local who can get us started on Monday
        - When Mara spoke to the V15 guys they said that someone has donated to them some focus groups. If we're going to do a coordinated approach we need to make sure that everything is coordinated start to finish.
- Has V15 decided on a specific demographic?
    - Intuitively going for young center-left Gush Dan Israelis. So far it's very organic so they're using their social networks. Expanding this and changing it is something they're open to most likely
    - Question is whether or not we think that's our target also?
        - That's OV's target and who we've been trying to target for 10+ years. Whether or not that will be the swing vote though is still up for debate
        - Because we don't have ability to target individuals we're targeting regions we have to think a little broader
        - Thinking about a difference between targeting people we can develop into activists versus just people we can get to vote but no other action
- Are we going to run in parallel to V15 effort another campaign which will be branded OneVoice?
    - OVI will be creating videos, events, and other things specifically speaking about the peace process that are OneVoice branded and TSS oriented, but the primary effort will be V15
- Polly has some concerns about the day after the election with us investing so much amount and energy without branding OneVoice. We need to figure out a way for OneVoice to come out of it strong after the elections
    - All of the tangible resources created, particularly data, belongs to OneVoice and starting the day after the election we use that data to hold the government accountable
- We also need to speak with V15 about their branding so that we're not taking for granted that we can just use their messaging and branding
- How do Shir and Regev fit in?
    - We need to hear what messaging they're proposing. Obvious that there is place for them in this organization
    - Less straight forward with Nissim will be Polly's call
- We need to put together and org structure that folds in V15 Mara can help work on this on the grassroots side and Payton will take the lead on the communications piece.
- When will we start moving forward with social media content?
    - John's instinct that we will need to start launching actual content by the second week of January.

- Pledge
- Amir Kfir
-

Would be good if you could join, but if not, if you could send feedback via email that'd be great as want to move into next week with agreement on how we move forward.

Suggest agenda follows the four broad points as I structured them in email, but lions share of time should be on campaign/GOTV as we have a lot ground to cover within that point, specifically:

POLLING

- Update on progress with Jim

- How it integrates into campaign creative and timeline

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- Dahlia Scheindlin's polling for Ofir

OVI/V15 Structure
- Update from Mara's convo with Itamar & Nimrod

- Org structure and roles & responsibilities

- integrating persuasion and GOTV

Let me know if anything else should be added

Overview:
Laid out below is a report, as of 19th of Dec, on the three distinct projects that OneVoice is currently engaged in either running, or providing financial and in-kind support for during the period leading up to the Israeli election on March 17th 2015.
OneVoice has never engaged in simultaneous, distinctly separate projects such as this before, so such an effort requires a new structure in order to effectively manage each priority, which precedes the projects below.

1. **Structure:**
   A steering committee is being formed in Israel, led by Baruch Spiegel, which will have oversight to varying degrees of each project. At present, Baruch intends this committee to involve David Simcha, Ephraim Sneh, Baruch Spiegel, Gilad Sher, Eli Livni, Daniel and/or John. Serious consideration needs to be given to membership, as this committee could be stronger and more heterogeneous. It is quite old, male-dominated and narrow in background/expertise, with heavy tilt toward security. Addition of a media/PR/politics person such as Oriella Ben Zvi, and/or someone with grassroots experience such as Ady Balderman is highly recommended and I have suggested to Baruch, who is considering. Avi Gill should also be considered as it will help with broadening fundraising base and getting Redacted on board, in addition to leveraging Avi's considerable expertise and contacts.

   On a day to day operational level:

   - Persuasion/GOTV will be run by Polly Bronstein/Mara Lee;
   - Generals Project will be run by Amnon Reshef;
   - Arab GOTV will be run by Mohammad Darwashe.

   International transfers for each programme will be made directly into OVI's account, with a separate account already created for the funds, and Baruch Mazor will have oversight of all financials. It will be his responsibility to release funds according to approved budgets, and to review spending retrospectively to ensure that they have been spent as described. Each project will report to the Steering Committee at regular intervals, with this process managed by Baruch Spiegel. Key strategic decisions will be analysed by board ahead of time.

   Next Steps:
   - Conversation with Baruch Spiegel about committee make-up (John/Daniel)
   - Improved strategy documents sent to Avi Gill, and meetings arranged with key personnel (John)
   - Org chart for how committee interfaces with each organisation prepared (Baruch and Polly)

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2. **OneVoice Israel Persuasion & GOTV**

Overview:

OneVoice Israel is planning a comprehensive persuasion (i.e., voter education, canvassing, digital, grassroots and media) campaign, as well as a GOTV component which will be separately branded, but with deep organisational links, with staff, administration and key resources overlapping in critical areas. The key guiding principle here will be that resources between the two are shared/unified, unless there is a compelling reason for that not to be the case.

The creative concept for the persuasion work, which will commence in January, is currently being developed. We are in discussions with Jim Gerstein to lead the polling and analysis that will frame the approach for this work. Subject to negotiations, he will need to travel to Israel ASAP so as to quickly develop methodology and begin work, feeding into the development that is already underway by OneVoice's Israelis strategy and creative team, led by Niseem Duwek and his company UNIK, working with Shir & Regev, who have formed a working group to move this work forward. They are meeting on Sunday 21st of December in order to develop plans. Important questions such as core messaging, including the position of the conflict/TSS within the creative, the media mix, timeline and grassroots component still need to be developed. Rapid progress on polling, as well as continued brainstorming and creative development by Niseem, Shir and Regev in parallel, must be highest priority so that we begin to hone our approach and answer these critical questions.

In parallel, there has been major progress in OVI's GOTV efforts. A grassroots coalition of very committed and creative young Israelis of a centre-left persuasion has organically developed in Tel Aviv over the last the three weeks. They call themselves V15 (*Victory 2015*), and have made impressive progress in very little time and with no paid staff or financial backing. 350 Israelis attended their launch event (which Yuval Diskin spoke at) and they have developed a network of circa 100 committed activists providing volunteer hours and in-kind donations (software development, event organisation, telephone banks, printing etc.). Their message is targeted at young, secular, centre-left-orientated Israelis, and its call to action is to defeat apathy and cynicism, and change national agenda by getting out and voting. At least two of their senior staff, Itamar Weizman and Nimrod Dwek, will be joining OVI's GOTV team as fulltime staff on temporary 3 month contracts, with V15's networks, momentum to date, and resources being absorbed into our GOTV effort, but retaining the V15 brand so as so capitalise on the organic, grassroots and dynamic resonance that they have quickly created.
They will work under the direction of Mara Lee, Polly Bronstein, and the 270 consultancy team to first develop the structure and division of labour that this partnership will operate within, and then to develop the strategy that will inform our GOTV efforts between now and election day; all the while continuing to ramp up the efforts that they already have undertaken to build capacity, momentum, and membership. With 270 and Mara's best-in-class international expertise, plus their energy and local expertise, we should have a very powerful vehicle that marries the best of both worlds.

The data collected from the persuasion and V15 work will both feed into one database that will support both agendas, culminating in the GOTV actions in closing stages of election campaign. Critically, this data will then be property of OneVoice Israel to leverage in the post-election environment, giving us what should be the largest progressive list in Israel and a highly motivated, national activist core which can be deployed after elections to ensure that the next government must take heed of our agenda.
There are still important organisational and structural questions to be answered here, most importantly the relationship between OVI's persuasion campaign and the V15 campaign, including staffing, chain of command and allocation of resources. My view is that it is probably best to view OVI's yet to be named persuasion campaign and V15 as two separate but overlapping and mutually reinforcing campaigns. We will not hide the relationship between the two, but for the vast majority of Israelis who are exposed to either/both campaigns, the will be seen as separate entities.

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Daniel Lubetzky has pledged $2.5 million as an initial commitment to these overlapping priorities. Additional resources will be required in order to ensure that these priorities have chance of realising their potential, and active fundraising needs to begin in earnest.

Key next steps:

- Polling issue to be finalised, and scope of work/timeline to be prepared **(Payton/Marc)**
- Polling team (Payton/Marc/Jim {TBC}) to liaise with creative team ASAP to align strategy and timeline. This needs to take place by Sunday **(Payton, Marc)**
- Creative team to prepare resources/creative for discussion, and begin to assemble core strategic documents **(Polly/John)**
- Mara, 270 and V15 team to develop org structure and working model ASAP **(Mara, Josh)**
- Budgets to be prepared **(Josh)**
- Fundriasing strategy to be developed to ensure that high net worth partners are looped in ASAP, and polished resources created, with ambition to commence calls/meetings/email outreach with highest priority partners before Xmas **(John, Daniel, Marc)**

3. **Generals Letter Advocacy Effort**

A group of Generals, led by Amnon Reshaf, signed a letter aiming to challenge security argument for continued occupation, and stress security benefits of peace with Palestinians and Arab world based on API. Since then, the number of signatories has reached 150, with all signatories either Generals in IDF, or equivalent rank across other security services (Mossad, Police, Shabak etc.)
Following in-depth meeting with Amnon and Ephraim Sneh, it is clear that Amnon does not intend to merely mount a campaign, but instead wants to build a fully functional NGO, with a three year strategy, a staff of at least 9 people from outset, and a budget in the millions. He is contracted to work with Nissim/UNIK, as well as with Andromedia, to develop media and PR strategy for duration of elections. $120k is ear-marked for social media. They also plan to put on a sustained programme of THM style events, conferences and grassroots stunts, dividing Israeli into 7 segments (along ethnic, socio-economic, geographic divisions) and hiring one staff member from each demographic and with responsibility for outreach to said demographic. They are meeting on Sunday, and again on 23rd Dec, when strategy should be further developed. Amnon is also going to send budget and broad first draft strategy document to me by Sunday.

NIS 1m has been pledged by Daniel, and Amnon is urgently seeking first tranche of NIS 250k. He maintains that there are pledges totalling $100k on way, but would not divulge names. Hagai Shalom, one of the Generals who is signatory, is a very wealthy man, my guess with assets in excess of $100m. I asked whether he had donated, and Amnon said some small gifts to help in development but nothing significant. I pushed for this to change in order to enhance legitimacy of effort. Also discussed OV providing grassroots partnership for this work, and said that in principle we support idea, but need to see more details. My sense is that they are being too ambitious, trying to build an NGO rather than a focused, limited campaign targeted at elections. Amnon has big ego, and is clearly trying to carve out public role for himself. There is no reason to be directing resources toward a 3yr strategy and such significant hires and capacity building when those resources, time and attention could be more focused on elections.

Next Steps:

- Generals to send budget and first raft strategy by 23rd **(Amnon)**
- First part of pledge to be honoured on satisfactory completion **(Daniel)**

4. **Arab-Israeli GOTV**

A proposed GOTV initiative in the Arab-Israeli community has been tabled by Mohammed Darwashe. The proposed price tag to canvass, mobilize, and increase Arab-Israeli voting turnout is $3 million, with the maximum margin of increase being 28%. Mohammad has developed a solid early draft plan, though it needs further time and shaping, and the budget needs to be revised and made more serious/less arbitrary. There is anxiety in several quarters about him leading the charge on his own. He has assembled a steering committee including Dr. Gazal Abu Raya (Sakhnin Municipality Spokesperson), Riad Kabha (ex-mayor of Bartaa), Shawki Khatib (ex-head of Arab Mayors Council), Fadul Mazzawi (owner of big Arab advertising agency),

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Hisham Jubran (leading pollster), Nadia Hitou (ex MK), Ayman Samara (PR company owner) and Salam Sharkia (businessman with Orange Cellular)

Whilst it is very positive that this early steering committee has been developed, it is important to try and add to this several other people who come from outside of Mohammad s circle of contacts. I spoke to Brian Lurie on Thursday evening, who has concerns over MD s role as leader of this effort. We agreed that we would try and broaden leadership of this initiative, and that if we can accomplish this Brian will look to bundle circa $1m for the effort, Daniel is speaking to Aaron Bach and Martin Bunzie on Friday 19th, who can apparently suggest potential partners.

I have set a deadline of 24th of December for clarity on next steps, so that we do not prevaricate too long. Marc has also reached out to Emily Grunewald, who has excellent contacts and knowledge in this sector. Due to size of investment, and our staff s relative lack of in-depth knowledge and experience in this area, Marc will be exploring potential for Emily to consult on hourly rate to provide objective analysis on any plan before approval, and can also be engaged to assess campaign in real time once it is launched.

We also need to explore what role 270 can play in consulting on Arab GOTV programme.

Next Steps:

- Daniel to speak to Aaron and Martin **(Daniel)**
- Marc to speak to Emily and get initial analysis doc **(Marc)**
- Outreach to their suggested partners to commence **(John)**
- Conclusion of partner mapping and next steps **(John)**

Daniel Lubetzky
CEO & Founder

[redacted]

[redacted]

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Message

From: Jamie Kessler [redacted]

Sent: 12/9/2014 9:26:22 PM

To: Mara Lee [redacted]

Subject: Strategy Documents

Attachments: OVStrategyDoc.docx; PLANNED INTERIM CAMPAIGNS AND ACTIVITIES IN ISRAEL AND PALESTINE DURING PHASE I AND PHASE II.docx; BEST PRACTICES GUIDING PRINCIPLES STRATEGIES TOOLS ADOPTED BY OVMOVP - Fall Summer 2014 (2).docx

Attached are three documents:

1. Strategic plan – the version that is attached is the one the staff worked on collectively
2. Planned interim campaigns
3. Best practices and guiding principles for OVI and OVP (your document)

Jamie Kessler
Program Officer & Assistant to the CEO | OneVoice Movement
[redacted]

Are YOU up for a challenge? **DONATE NOW** *to support OneVoice's Israeli and Palestinian Youth Leaders as they work for a better tomorrow and the two-state solution. Please give generously during our Skoll Entrepreneurs Challenge:* **https://www.crowdrise.com/peaceworks-se/fundraiser/OneVoice**

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Message

From: Rachel Steinberg [redacted]
Sent: 7/18/2013 9:20:44 PM
To: Josh Nerpel [redacted]
Subject: FW: Good to see you!

FYI

Rachel Steinberg

International Engagement Program Director | OneVoice Movement

[redacted]

OneVoice is an international mainstream grassroots movement that aims to amplify the voice of Israeli and Palestinian moderates, empowering them to seize back the agenda for conflict resolution and demand that their leaders achieve a two state solution.

From: Rachel Steinberg
Sent: Thursday, July 18, 2013 5:20 PM
To: 'Rabens, Andrew C'
Cc: Joel Braunold; John Lyndon [redacted] Marc Ginsberg
Subject: RE: Good to see you!

Hi Andy,

Great to hear that you're all settled in! I'm cc-ing John Lyndon and Ambassador Marc Ginsberg from OneVoice, who will be out in the region next week and attending the meeting at the Embassy. Looking forward to hearing how it goes, and then speaking further about convening youth leaders with USG officials in some capacity in August.

Keep in touch, and let's connect after the meeting next week,
Rachel

Rachel Steinberg

International Engagement Program Director | OneVoice Movement

[redacted]

OneVoice is an international mainstream grassroots movement that aims to amplify the voice of Israeli and Palestinian moderates, empowering them to seize back the agenda for conflict resolution and demand that their leaders achieve a two state solution.

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