



INTERNATIONAL
CITIES OF PEACE

Vision 1000

Strategic Plan

April 10, 2021

International Cities of Peace will grow to

1000 Cities of Peace by Year 2025

to put in motion a tipping force for global peace.



INTERNATIONAL CITIES OF PEACE®

VISION 1000 -- Strategic Plan,

April 10, 2021

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EXECUTIVE SUMMARY

Since its founding in 2009, International Cities of Peace has achieved much success in both growth and impact. Last year, the Association of peace cities exceeded membership of 300 Cities of Peace in over 60 countries and the growth has accelerated.

Yet as organizational icon Marshall Goldsmith said, "What got you here, will not get you there." Getting "there" is a huge challenge: **to put in motion a tipping force for world peace by helping establish Cities of Peace across the globe.**

History shows us that the dream of world peace is illusive. Violence and injustice continue, seemingly, unabated. The global Cities of Peace movement has potential to change that dynamic yet we must be **highly innovative, committed, and organized** for sustainable growth.

This Strategic Plan is intended to do the following:

- **Clarify** and communicate the essential nature of International Cities of Peace
- **Ensure** the organization is sustainable over time
- **Limit the liability** that plagues large organizations
- **Organize to achieve our Growth Goal** by Year 2025

The intended audiences of this Strategic Plan are those involved in the Cities of Peace movement, including board members, volunteers, community liaisons and team members, advisors and alliances, donors, friends, and the general public.

If you have questions, comments, ideas, or especially the desire to volunteer for this monumental and historic goal, please know that we need you. Send an email describing your thoughts on peacebuilding to: info@internationalcitiesofpeace.org

STRATEGIC GROWTH GOAL

International Cities of Peace will grow to 1000 Cities of Peace by Year 2025 to put in motion a tipping force for global peace.

Based on a standard physics term, a "tipping force" is the energy necessary to overcome the status quo when the momentum of change becomes too strong to resist. It is akin to Gandhi's "Truth Force" for nonviolent change. The strong energy of peace, so long anticipated, is being created by Cities of Peace across the globe.

1. How do we achieve our Growth Goal of 1000 Cities of Peace?

2. How do we truly transform the world?

International Cities of Peace is a registered trademark and program of the not-for-profit association Cities of Peace, Inc. Since its founding in 2009, International Cities of Peace (hereafter the "Association" or "ICP") has grown to include hundreds of self-established Cities of Peace on all six continents. To achieve our Growth Goal, we must do the following two tasks in order to expand from 300 to 1000 Cities of Peace.

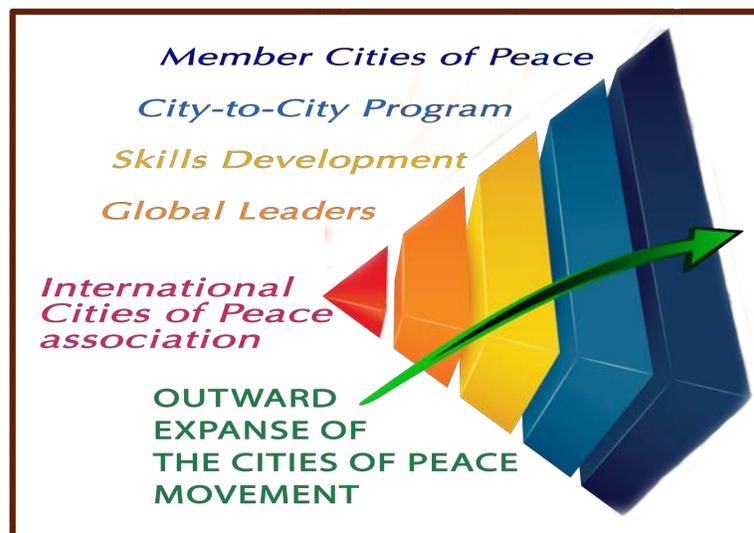
1. The Association must organize for **scalable growth** and provide benefits for thousands of new City of Peace Liaisons and peace teams.
2. Most importantly, the Association must be able to mentor and facilitate a **substantive transformation** of the ways and means that individuals and communities journey toward a deeply held and practical culture of peace.

The first task -- to achieve scalable growth -- is one that requires innovation in how to **organize for expansion yet limits the financial and legal risks** that have caused other peace initiatives to fail. The second task -- to literally transform our world -- is one of allowing the powerful, historical archetype of **the City of Peace ideal to inspire compassionate and practical actions** that reduce fear and build community peace.

THE CITIES OF PEACE MOVEMENT

Understanding that the world has thousands of peace initiatives, International Cities of Peace has **organized as an association rather than a hierarchical, top down enterprise**. Rather than the usual NGO approach of "telling people how" to find peace, the ICP Association gathers together "in situ" (or in the situation) peacemakers and respects their understanding of community needs and solutions.

As a strategy, International Cities of Peace operates with a **small, all-volunteer staff** to maintain a humble and efficient organization for expanding and empowering a large network of Cities of Peace around the globe. As a not-for-profit association, International Cities of Peace forms alliances with global peace leaders, promotes free skills development, encourages City-to-City collaborations, and provides official Certificates and Recommendations for member communities.



This organizational strategy is working quite well, putting the focus on the peacemaking rather than the central organization. Growth is organic and flexible in order to facilitate the transformation of all members of the community, all cultures, all spiritual paths, and all countries regardless of politics and history.

INTERNATIONAL CITIES OF PEACE IS AN ASSOCIATION

Cities of Peace, Inc. is an **all-volunteer, altruistic yet practical organization** dedicated to facilitating the establishment of Cities of Peace worldwide. The central organization is a registered 501(c)3 nonprofit association, a cooperative much like an industry trade association. International Cities of Peace members include hundreds of self-established Cities of Peace on all six continents. In 2017, Cities of Peace, Inc. achieved Special Consultative Status with the United Nations Economic and Social Council for NGOs.

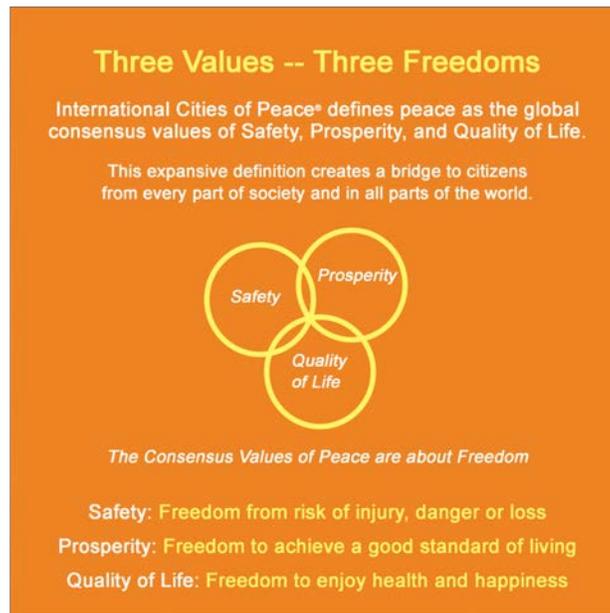
A practical platform that empowers peacebuilding in each independent City of Peace, the ICP Association is an ecosystem of ideas, collaborations, and tools for community leaders to build a strong base of volunteers. Member Cities of Peace are introduced to an extensive global network yet the true value in the Association is in providing peacebuilders with the credentials and authority to build peace in their community.

The ICP Association offers flexibility for membership in terms of the diversity of cultures, languages, political systems, and other important aspects of global humanity. The central association is comprised of a Board of Directors and a small volunteer staff of Facilitators with responsibilities for standard organizational needs, such as database and outreach. Since its founding in 2009, the Association has inspired hundreds of Cities of Peace in large and small cities, towns, villages, and neighborhoods to take practical and impactful actions to increase the safety, prosperity, and quality of life for all in their community.

Each City of Peace is a separate organization, self-defined not in a subtly egotistical and colonial way by central ICP, but rather by community members who know the challenges and can innovate with practical solutions. An ICP designated official Liaison provides two-way communication between the Association and the community. Most Cities of Peace have accomplished a collaborative working relationship between grassroots organizations and the local government, many of which have passed an official proclamation.

THOUSANDS OF YEARS IN THE MAKING

The Cities of Peace ideal envisions small and large communities at peace, where all citizens enjoy the **three freedoms** -- the freedom to be safe, to prosper from hard work, and to find a quality of life that enables people to achieve their purpose.



The Association is, indeed, only a part of humanity's evolutionary drive toward a global culture of peace. The ecosphere of Global Peace is beyond measure. As Gandhi said, "...acts of love and service are much more common in this world than conflicts and quarrels." Yet, *with all the acts of love and service, why have we not achieved peace?*

Part of the reason is that ICP offers a consensus approach to peacemaking that harkens to the ancient human ethic, The Golden Rule. "Do for others as you would have them do for you" is one way the Rule is written and to make it core to our organization is an innovation both ancient and long overdue. The ideal of a City of Peace in the context of the Golden Rule is where empathy drives compassionate action for all. The Association of International Cities of Peace provides a practical platform and focal point for the forces of love and service that already exist.

SWOT ANALYSIS

A SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) is a standard business planning process that is appropriate for Cities of Peace, Inc., which is a nonprofit corporation that is subject to all the challenges of any organization. Indeed, peace organizations are very susceptible to failure due to insufficient time allotted to sound business practices.

As a peace organization endeavoring to unify rather than compete with other peace organizations, International Cities of Peace is not threatened by other peace groups. Peacebuilding is a cooperative effort, which makes it a pervasive opportunity for all. However, **there CAN be internal threats that are existential** (i.e. endangering our continued existence). These internal threats can be avoided by organizing for strength and limiting weaknesses. To that effect, the Association has **established essential guidelines that increase peacemaking and decrease conflict**, as shown below:

Essential Guideline-->	Increases Peacemaking-->	Decreases Conflicts
1. Volunteerism	Expands participation	Reduces reliance on funding
2. Flexibility	Promotes innovation	Prevents rigidity
3. Clarity of roles	Assures collaboration	Limits infighting
4. Non-political	Focuses on commonality	Reduces mistrust
5. Practicality	Program based	Organizes idealism
6. Service oriented	Benefits others	Diminishes egotism
7. Unity approach	Lifts all in the community	Curtails divisiveness

These essential guidelines for International Cities of Peace have been incorporated within every aspect of this Strategic Plan. They are evident in our goals and shared values as well as the humbleness of our focus on the Cities themselves and not the central organization.

VISION, MISSION, AND GOALS: WHY, WHAT, AND HOW

Foundational Vision (WHY International Cities of Peace?)

To ensure everyone's right to safety, prosperity, and quality of life, the consensus values of global peace.

- The purpose of International Cities of Peace (ICP) is to advance the cause of **global peace**.
- Cities, as the living center closest to people, are necessarily held accountable by their citizens to work toward **peaceful communities** and the public good.
- Peace is defined as a practical endeavor by ICP -- the **consensus values** of safety, prosperity and quality of life for ALL in the community.

Essential Mission (WHAT do we do?)

To build a scalable network of "in situ" teams committed to peace-building in Cities of Peace around the world.

- International Cities of Peace provides a **platform to facilitate community Action Plans** to achieve personal and community transformation toward a practical, substantive culture of peace.
- To establish a City of Peace entails a **unity proposition** to engage diversity and all members of a community.
- ICP Central works with "**in situ**" **leaders** who form working teams to develop a vision, mission and goals to facilitate practical community transformation.
- Each City of Peace has a **legacy of peace** that is documented and valued.
- **Nonviolent solutions** are the only mode of operation for peacebuilding in a City.
- The **UNESCO Culture of Peace** resolution provides guidance (see Letter of Intent)
- The **Golden Rule** provides a way to engage all spiritual paths.

Essential Goal (HOW do we organize to achieve our vision?)

To certify and recommend thousands of self-organized municipalities as Cities of Peace in order to put in motion a tipping force for global peace.

- International Cities of Peace does not tell communities how to organize for peace, but rather relies on "**in situ**" leaders to know what needs to be done.
- Cities of Peace, Inc. is at every level an **all-volunteer organization**; volunteers do not receive monetary compensation or use ICP for personal salary or business interests.
- Official **City of Peace Liaisons** are not employees but independent voluntary contacts for two-way communication between their City and the Association.
- **Financial goals** are limited to necessary operations and efficient programming. In rare instances, ICP facilitates financial or in-kind support between Cities.
- The **Valued Provider Program** is a non-binding alliance between the Association and mentors who provide free services.
- The **City-to-City Collaboration Program** enables independent, non-binding City-to-City working alliances for a specific purpose as defined and authorized by all parties in the collaboration.

HOW TO VOLUNTEER

To be involved with International Cities of Peace is a **voluntary act of individual purpose, of empathy and compassion, and of duty and responsibility** for our nearly eight billion companions on this earth. We understand that love, forgiveness, empathy and compassion are the personal characteristics of peacemakers. ICP focuses on practical work for peace through substantive actions that increase safety, prosperity and quality of life for all citizens in the community and beyond their borders.

Those involved with ICP are not paid and receive no salary or compensation other than a sense of purpose. Volunteers include the following:

- **Board of Directors and Volunteer Facilitators** for specific responsibilities, including Executive Facilitator, Outreach, Human Resources, Compliance, Development, Database, Internet, Media, Communications, and Programs
- **Leadership Council** of City of Peace Liaisons who are the main contact between their community and International City of Peace
- **City of Peace Team Members**, including leaders, signatories and volunteers who organize practical actions that promote a culture of peace in their community
- **Alliance Volunteers** including:
 - **Advisors** from the global peace community
 - **independent City-to-City Collaborations** to work toward mutual goals
 - **Valued Providers (VPs)** offering Skills Development mentoring

There are no other positions within the ICP organization such as those described by the titles "peace ambassador", "representative", "director", "manager", "coordinator", "supervisor", or other indications of managerial function. Those who work within the philosophy of International Cities of Peace are simply and completely **Facilitators** tasked with encouraging the profound transformation toward an empathic and compassionate transition to a pervasive culture of peace.

A PHILOSOPHY OF VOLUNTEERISM

The monetary energy that humanity gives to peace is, arguably, less than that given to violence. One vivid indication is the \$6 trillion spent on weapon sales each and every year. Therefore as peacemakers, we must work in ways that reject the justice in this imbalance and endeavor to build the energy of peace through concerted voluntary efforts in each and every community.

International Cities of Peace has made a commitment to ensure that 100% of our volunteer time is contributing to the energy of global peace. Directly put: No one is to gain financially from a volunteer position related to International Cities of Peace. Though funding opportunities may arise, volunteerism is the mode of maximum progress in the Cities of Peace movement. Though funding is sometimes necessary and appreciated, pursuit of funding must not overshadow a continuous expression of compassionate action based on voluntary efforts. The transformation to a culture of peace will not come from a dependence on monetary transactions but rather from an evolutionary rise of human empathy, compassion, and compassionate action that leads toward transcendence. Volunteerism is essential to that rise.

THE TRANSFORMATION: HOW TO ACHIEVE GLOBAL PEACE, CITY BY CITY

The profound citywide and global transformation toward a culture of peace starts with an individual, a group of friends, or an organization that wants to change the community for the better. Transformation entails empathy, compassion, and the compassionate action that leads to a healing sense of unity. International Cities of Peace embodies this transformation through three main commitments to actions, as follows:

A. Establish a City of Peace

Five steps to complete the process and get a free web page:

1. Sign, scan, and return the Letter of Intent and contact information with Peace Team signatures (information is only for newsletter and contact purposes and not sold or distributed to other individuals or groups).
3. Develop a Vision, Mission, and Goals and write a Peace Statement for working in your community.
4. Deliver a photo and background on the City of Peace Liaison.
5. Take photos of your Peace Team, people and places in your community and provide captions. (No copyrighted photos; the Liaison must certify photos are not copyrighted by signing a wavier of liability for ICP.)

Send all of the above in a single email to: info@internationalcitiesofpeace.org

B. Create an ICP Action Plan for community peace

Five steps to receive a Recommendation for a community Action Plan

1. Build a Peace Team of community volunteers and ask for input
2. Establish a community Action Plan that is practical and effective
3. Research the Agile Team Framework for efficient project management
4. After one year, submit Action Plan to info@internationalcitiesofpeace.org
5. Upon approval by ICP Facilitators, receive a Recommendation for approaching community volunteers, donors and granting organizations

C. Reach Across Borders

The ICP City-to-City Collaboration and Skills Development Programs encourage peacemakers to work together.

- Mentor other communities to establish a City of Peace initiative
- Become a Valued Provider (VP) offering free services for Cities of Peace
- Form a City-to-City Collaboration with other Cities for shared goals
- Work toward a State/Province City of Peace Program (ask for details)

THE PROCESS TO ESTABLISH A CITY OF PEACE

Each community has a **legacy of peace**, which by establishing a City of Peace initiative, can be documented, valued, expanded upon, and leveraged by current citizens to increase the safety, prosperity and quality of life for all citizens. To achieve the mutual goal of world peace, a **transformation** toward a true culture of peace needs to be made by Liaisons, Dignitaries, Peace Teams and all stakeholders in the community.

*Most importantly, International Cities of Peace is a working **platform** for active engagement to increase the safety, prosperity and quality of life -- the consensus values of peace for all citizens. This unity approach offers a valuable process of deep cultural transition for those in Cities of Peace around the globe.*

To create an initiative is very simple and costs no money. You can emphasize the work you are currently doing, or create a new organization for community peacebuilding. When communities establish themselves as Cities of Peace, they join the Association of International Cities of Peace by completing a **process**. This process includes the first step of delivering the Letter of Intent with signatures from members of the community. This original team develops their vision, mission, and goals for peacebuilding in their community. The Association of International Cities of Peace highlights the initiative on their website and in the media and social networking platforms. The process follows:

1. Print and send the **Letter of Intent** with Peace Team signatures and contact information for quarterly newsletter. Information is secure and not distributed.
2. Develop a **vision, mission, and goals** statement as detailed as possible.
3. Email **photos and captions** of your peace team, local events, locations, or historical events. (Send with photos an email accepting liability for and releasing ICP of liability for copyrighted photos sent without permission.)
4. Send non-copyrighted photo and **background information** for the Liaison and/or dignitary as the single point of contact for the community.

5. Write a **statement about the peace legacy** of your community (advances and challenges in peace, health, education, history, etc.).

Upon completing the five-step process, as outlined above, the City receives a **Certificate** as a member of the Association of International Cities of Peace. In becoming a City of Peace, community working teams develop and implement Action Plans for practical peace initiatives. After one year of successful work for peace, the Liaison can submit to the Association's Executive Facilitator the City's **Action Plan** and receive a **Recommendation**, which can be used to approach granting organizations for special projects. Each City can renew their Recommendation by submitting their Action Plan results every three years.

TWELVE BENEFITS IN ESTABLISHING A CITY OF PEACE

1. **Information:** resources and links to “how to” materials
2. **Affirmation:** membership in a global association
3. **Connections:** alliances with important organizations
4. **Legitimacy:** a higher profile in the worldwide community
5. **Education:** access to exhibits and teaching tools
6. **Funding Options:** links to funders and recommendations
7. **Online Learning:** video and hard-copy documents
8. **Online Presence:** free website page for your peace team
9. **Public Relations:** free news release through blog post
10. **Community:** receive and be featured in newsletters
11. **Database:** access to ICP database for team communication
12. **U.N. Representation:** ICP has Special Consultative Status with the Economic and Social Council (ECOSOC), the United Nations body for NGOs

NOTE: Cities of Peace, Inc. is an association and is **not responsible for the actions of member Cities of Peace**, which are independent entities self-established by the citizens and/or government of each community.

THE ASSOCIATION'S VOLUNTEERS

The ecosphere of International Cities of Peace consists of the nonprofit Cities of Peace, Inc. and its Board of Directors and staff Facilitators. It also includes a Leadership Council of Liaisons for independent Cities of Peace and a host of non-binding Alliances that facilitate cooperative City-to-City agreements and provide resources for skills training. All participants in the Association's effort are volunteers. None receive compensation or benefits from the Cities of Peace, Inc. These three levels of participation include:

1. THE ICP ASSOCIATION -- CITIES OF PEACE, INC.

- **Board of Directors** with 3 to 12 Members; 3-year terms, not to exceed 3 terms
 - An Executive Committee: Chair, Vice Chair, Treasurer, and Secretary takes short-term actions and offer recommendations to the Board.
 - The Chair calls and presides over meetings.
 - The Vice Chair acts as Chair in the Chair's absence.
 - The Treasurer keeps the Board Book, including financial statements.
 - The Secretary provides minutes of the meetings.
 - Each year the Executive Committee provides new member nominations.

- **Executive Facilitator**
 - Duties: Lead Facilitator for network growth and global impact; elected by majority of Board Members.
 - Reporting: Prepares updates for Board meetings.
 - Term: 3-year term; renewable by Board election.

- **Volunteer Facilitators** with volunteer staff responsibilities for:
 - Executive Facilitation, Outreach, Communications, Compliance, Database, Online Engagement, Alliances, Development, Human Resources.

- Duties: Take responsibility for best practices in specific areas.
- Term: 90-day and 1-year initial reviews; 3-year term renewals.
- Reporting: Submit quarterly update to Executive Facilitator.
- A bulleted agreement is reached that defines Facilitator responsibilities.
- After successful reviews, the Facilitator may volunteer for a 3-year term.
- After a successful 3-year term, a Facilitator can be nominated to the Board.

Outreach -- Facilitates prospective Cities of Peace.

Human Resources -- Facilitates two-way communication with volunteers.

Compliance -- Facilitates financial, relational, and legal reporting.

Development -- Facilitates donations, grants, and membership programs.

Database -- Facilitates database updating and segmentation.

Internet -- Facilitates web and social media applications.

Media -- Facilitates promotional opportunities.

Communications -- Facilitates promotional materials, such as newsletters.

Programs -- Facilitates City-to-City and Skills Development programs.

- **Global Advisory Board** with Special Distinguished Advisors.
 - Advisors are invited by the Board Chair or Executive Facilitator by email and respond to the affirmative.
 - Advisors serve a 3-year term, renewable by Board acclamation.
 - The Advisory position is a non-binding agreement that can be terminated by either party at any time.
 - There are no specific duties for Advisors other than to be recognized and to find ways to enhance the reach of the ICP Association.

2. ICP LEADERSHIP COUNCIL OF CITIES OF PEACE

- **Liaisons** of each City of Peace are the main contact and facilitate self-actualized City of Peace teams.
 - Liaisons are not volunteers or staff of ICP but rather the single point of contact between ICP Association and their City of Peace.
 - The Liaison is recognized by the ICP Association as the intermediary for communication between the two distinct parties.
 - Each Liaison can maintain the title of "*Official Liaison for [City, State/Province, Country], International City of Peace*".
 - Liaisons can be changed by the Association's Executive Facilitator if the individual becomes inactive or exhibits behavior not conducive to a peace culture.
- * Voluntary Term: initial 90-day and 1-year reviews; 3-year term renewable
- * Reporting: Quarterly first year; yearly beyond.

- **Dignitaries:** Community leaders who help develop Peace Team and Committees.
 - Term: initial 90-day and 1-year reviews; 3-year term renewable.
 - Reporting: Notifying Executive Facilitator of resignation.

- **Team Members:** Community citizens working on Peace Teams and Committees.
 - Term: 90-day and 1-year reviews; 3-year term renewable.
 - Reporting: Appropriate reporting to team leader.

Guidelines and Best Practices

- The Cities of Peace movement is an altruistic organization in which voluntary actions are the main and most impacting mode of operation. Liaisons and community dignitaries form and lead various peace teams and committees that develop, implement, and measure the success of their Action Plan.

- Each City of Peace is unique, distinct and self-established and does not represent or consist of employees of Cities of Peace, Inc.
- The ICP association is not a funding organization, though each City of Peace can seek funding from other Cities and funding agencies.
- The City of Peace movement is a unity effort and not to be used for personal individual agendas or personal monetary compensation.
- To be a Liaison of a City of Peace requires a non-political, open approach that elevates dialogue and solicits ideas for solving community challenges.
- Liaisons facilitates good community relations with those of differing beliefs, unless those beliefs entail a call to violence.
- Cities of Peace leaders and members should avoid divisive images, themes and symbols that unnecessarily divide and create controversy.
- Liaisons have a profound responsibility and duty to further the cause of safety, prosperity, and quality of life within the community.
- Liaisons must monitor correct usage of the ICP Logo and respect the Identity Guidelines.

3. ICP ALLIANCE PARTNERS

There are two programs that enable independent groups and individuals to help in the City of Peace movement.

A. *The ICP City-to-City Collaboration Program™* *is an opportunity where multiple Cities of Peace agree upon and work toward mutual goals.*

B. *The ICP Skills Development Program™* *enables groups and individuals to provide free training for Liaisons and community members of International Cities of Peace.*

NOTE: *All participants in the ecosphere of International Cities of Peace and Cities of Peace, Inc. are volunteers and receive no compensation or benefits. Cities of Peace, Inc. and individual Board Members are not responsible for the actions of independent Cities of Peace, global Advisors, Liaisons, Valued Providers, and other volunteers. The Association's volunteer Facilitators are not employees of the nonprofit corporation Cities of Peace, Inc., which is not responsible for their actions except to endeavor toward best practices in their roles as Facilitators.*

A. ICP City-to-City Collaboration Program™: *Building the Global Family*

The ICP CITY-TO-CITY COLLABORATION PROGRAM™ is available for individual Cities of Peace to create cooperative, non-legally-binding City-to-City Agreements with other Cities of Peace. The Program enables multi-city collaboration for people-to-people communication, mutual goal achievement and support.



- Energizes peacebuilding in all engaged communities
- Provides two-way information exchange between independent City of Peace Liaisons and Teams
- Increases global understanding and promotes true peace
- Offers a simple, safe and easy way to help and receive help immediately
- Potential exchanges are limited only by creativity
- Projects can include any beneficial exchange, such as:
 - artwork, letters, and communications
 - medicines and housing
 - agriculture support and food provisions
 - mentoring new cities of peace
 - water and wells
 - peace pole and other material ventures

How to Start a City-to City Collaboration Program

1. Develop a strong relationship between City Liaisons and communities.
2. Agree on a vision, mission, and goals for the City-to-City program.
3. Send the Alliance Agreement to ICP Executive Facilitator to register.
4. Post updates with photos and stories on the ICP Member Facebook Page.

A few current examples of City-to-City Collaboration Initiatives:

- Two State initiatives in Nigeria -- in Lagos State and Akwa Ibom State -- have developed to link multiple Cities of Peace for mutual and Statewide benefit. In Lagos a group of judges, lawyers and mediators volunteer their expertise to help women at risk, among other actions for peace.
- In China, the UNESCO Chair of Peace Studies in Nanjing: International City of Peace provided funding for thirty-three Cities of Peace in Africa to help stop the spread of Covid-19.
- In Argentina, the Mil Milenios de Paz organization has brought over twenty Cities Committed to Peace and is expanding into other countries in South America. Each City Committed to Peace automatically joins the ICP Association.

NOTE: The focus of International Cities of Peace is to encourage "in situ" voluntary actions to increase peace in each community. Networking with other Cities of Peace can be beneficial but could also distract from the essence of community peacebuilding. *Act Local, Connect Global™*.

B. ICP SKILLS DEVELOPMENT PROGRAM™ with ICP Valued Providers™ (VPs)

The ICP Skills Development Program™ is for those consultants and organizations who wish to become an important part of the Cities of Peace Movement toward a culture of peace. ICP Valued Providers™ (VPs) are acknowledged by the Executive Facilitator of International Cities of Peace for their expertise in a range of skills training. Potential providers must submit credentials and program specifics to City of Peace Liaisons and community members in order to earn the title of Valued Provider (VP). As an altruistic effort, VPs receive no compensation or benefits from International Cities of Peace or individual Cities of Peace. ICP VPs provide free service to further the cause of peace.



Requirements: Experience in a leadership skill

Compensation: All classes, workshops, mentoring, etc. are to be free of charge

Certificate: When attendees complete a program of study, the VP must provide a Certificate of Completion.

The acknowledged Valued Provider can use the official VP logo on promotional materials and social media. However the Provider is not authorized to use the

official International Cities of Peace registered trademarked Logo. This ensures a distance between the Association and the Skills Provider in terms of liability.

Example of Valued Providers (VPs) associated with ICP:

- Brian and Lisa Berman, Liaisons for the City of Peace in Ojai, California offer free training on "Steps for Inner Peace" and "Peace in Relationships" from their Awakening Peace initiative.

A sampling of free skills training possibilities:

- Entrepreneurial skills
- Skills in Conflict Resolution
- Community safety
- Agile Framework teams
- Other skills relating to safety, prosperity, and quality of life issues

NOTE: To receive a Valued Provider (VP) logo for a one-year usage on promotions, contact the Executive Facilitator of International Cities of Peace. This logo does not mean the Valued Provider works for Cities of Peace but rather that the services are free and a certificate for completion can be provided. The Executive Facilitator can withdraw a VP's designation for any reason without prior notification.

PEACE TEAMS AND COMMITTEES

With attention to maintaining a small, efficient central organization, International Cities of Peace provides guidelines for developing collaborative teams based on the **Agile Framework**, a nonproprietary workflow process. Agile workflow processes are intended to guide self-organized, cross-functional teams in adaptive planning, evolutionary development, early delivery, and continual improvement. cross-functional efficient workflow patterns in order to ensure scalable and sustainable growth. Agile principles promote alignment, collaboration, and delivery of programs and activities in a scalable and sustainable manner.

In addition, ICP recommends a **"Scrum" approach** to overcoming team challenges. Developed for software development, the Scrum process is designed for small teams to break their goals into smaller iterations, called sprints. With short daily or weekly meeting, called scrums, peace teams assess progress, then solutions are tried and tested offline and reported at the next scrum. It sounds difficult but it can be highly effective in all aspects of working for community peace.

Team Development

The Agile and Scrum Framework can provide the universal organizing principles for an effective, scalable, distributive network of thousands of City of Peace Teams.

- Each City of Peace develops peace teams or committees that analyze community needs and develop Action Plans to increase safety, prosperity, and quality of life.
- Yearly City of Peace Action Plans are submitted by email to the Executive Facilitator, who upon acceptance and review can, as an option, write a Recommendation in order for the City of Peace to pursue funding opportunities.
- Team Tools: City of Peace Teams develop their own means of communication and action based on cultural and technical capabilities and restraints. Many choose free software productivity programs such as provided by Google.

APPENDIX

A. NETWORK DOCUMENTS (to date)

Leadership Council of City of Peace Liaisons and dignitaries

- *Letter of Intent*
- *Team Signature/Contact Form*
- *Announcement Email Notification*
- *City Certificate*
- *Recommendation Letter*
- *ICP Action Plan Acknowledgement*
- *Promotional Checklist*
- *Logo Specification*
- *Agile and Scrum Framework Primer*

City-to-City Collaboration Program

- *City-to-City Alliance Form*
- *City-to-City Collaboration Program logo*

Leadership Skills Program

- *Valued Provider Form*
- *Special VP logo for approved usage by Provider*

Global Advisory Board with Special Distinguished Advisors

- *Email Request/Acceptance*

B. ICP CENTRAL DOCUMENTS (to date)

Documents and presentations

- *Vision 1000 Strategic Plan*
- *Donor Communications*
- *IRS and Secretary of State Forms*
- *Letterhead*
- *FAQ*
- *Translations*

ICP materials used by Volunteer Facilitators with staff responsibilities for Outreach, Communications, Compliance, Database, Internet, Alliances, Programs, Development, Media, and Human Resources

- *Quarterly GlobalNewscast*
- *Website*
- *Social Media including Facebook, LinkedIn, Twitter, etc.*
- *Database Update Spreadsheet*
- *Presentation Materials*
 - *UNESCO Culture of Peace Resolution*
 - *Overview presentation*
 - *Case Studies presentation*
 - *Becoming a City of Peace presentation*
- *ICP Identity Manual with Guidelines for Usage*
- *Various formats for logos*

DEDICATION

This Strategic Plan for International Cities of Peace, developed in January, 2021 after over a decade of successful operation as an association of Cities of Peace, is dedicated to the leaders around the globe who have taken the forthright step to establish their community as a City of Peace. To make peace is not an easy endeavor and one that, in some areas of violence, takes the heroism of understanding, patience, empathy and compassion. In many parts of the world, to be a peacemaker is very dangerous and requires great courage. Stay safe. **May the world acknowledge those who take compassionate and brave action on behalf of humanity.**

Website with City of Peace pages: <http://www.internationalcitiesofpeace.org>

Facebook Member page for City of Peace Liaisons to tell their stories:

<https://www.facebook.com/groups/internationalcitiesofpeace/>

Facebook Public Interest page: <https://www.facebook.com/International-Cities-of-Peace-108517430819679>

LinkedIn for Business Opportunities: <http://www.linkedin.com/company/3565355>

Submitted in 2021 by J. Frederick Arment, Founder and Chair of Cities of Peace, Inc., reviewed by the Board of Directors and approved for publication.

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