



Strategic Plan 2026 - 2030

Anar for Empowerment and Psychosocial Support

Executive Summary

Anar's 2026–2030 Strategic Plan (“Hand in Hand”) sets out a five-year roadmap to strengthen psychosocial wellbeing, empowerment, and community resilience for Palestinian children and communities affected by ongoing military occupation, violence, displacement pressures, and structural inequities. Grounded in Anar's first years of implementation and informed by a participatory assessment with board of directors, staff, leadership, beneficiaries, and community stakeholders, the strategy consolidates lessons learned and defines a scalable, community-owned model of psychosocial support that is culturally grounded and evidence informed.

The plan is structured around three integrated pillars. The Community-Based Psychosocial Support Program expands safe, accessible, non-clinical interventions, group and individual accompaniment, creative and arts-based approaches, awareness activities, and community psychosocial support groups, designed to strengthen coping skills and resilience. The Empowerment Program invests in youth leadership and builds the capacity of specialized and non-specialized facilitators to lead locally anchored support and community initiatives. The Research Program strengthens monitoring, learning, and evidence generation to improve the relevance, quality, and effectiveness of interventions over time.

Recognizing operational risks and constraints, including mobility restrictions, funding uncertainty, and rising needs, Anar will strengthen its institutional systems, MEAL, safeguarding and accountability, partnerships, and resource mobilization to ensure responsible scale-up and sustained impact across multiple governorates. This strategy offers a clear framework for aligned investment: supporting community-driven psychosocial recovery, strengthening local capacities, and generating actionable learning that improves outcomes. Through “Hand in Hand,” Anar aims to expand coverage, deepen community ownership, and contribute to longer-term recovery and resilience for children, caregivers and the communities that surround them.

Introduction

This five-year strategic plan delineates Anar's framework for empowerment and psychosocial support from 2026 to 2030. Anar is committed to enhancing services within these domains by addressing both individual and collective needs, thereby promoting meaningful impact and sustainable resilience. The strategy seeks to support target groups through specialized programs designed to advance mental and social well-being, equipping individuals with essential skills to overcome challenges, attain independence, and integrate successfully into society. The vision is rooted in Anar's commitment to building a cohesive and conscientious community whose members benefit from psychological and social wellness, through consistently applying best practices and delivering exemplary services over the forthcoming five years.

This strategy is the result of two and a half years of dedicated efforts since Anar's inception and was developed collaboratively by staff and senior management. It embodies Anar's vision and primary objectives, with the goal of reinforcing support programs and enabling the provision of high-quality interventions. Entitled "Hand in Hand," the strategy underscores Anar's commitment to engaging local communities in its initiatives to deliver support and services to individuals and groups. This approach is predicated on the conviction that, with appropriate assistance from Anar's teams, local communities are capable of addressing their own challenges—particularly through practical methodologies grounded in expertise, experience, and established best practices.

This document presents an analysis of the current state of Anar for Empowerment and Psychosocial Support, based on a comprehensive assessment of organizational capabilities. The evaluation utilized a participatory methodology involving staff, senior leaders, beneficiaries, and representatives from target communities. Additionally, the document incorporates the adoption of professional tools, intervention methodologies, and programs intended to provide a robust foundation for Anar's operations throughout the next five years. The analysis is guided by a clear vision that ensures Anar retains the flexibility to adapt to evolving conditions and variables. The selected tools and methodologies have been purposefully designed for adaptability and modification as required, guaranteeing their ongoing alignment with strategic goals and responsiveness to present and future needs.

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Background of the Establishment of Anar for Empowerment and Psychosocial Support

With the escalation of the devastating war on the Gaza Strip that erupted on October 7th, 2023, and amid the ongoing repercussions of violence and aggression affecting all segments of Palestinian society, an urgent need emerged to respond to the profound suffering that has weighed heavily on hearts and exhausted psychological well-being. From within these harsh circumstances, the idea of establishing Anar emerged. Anar was founded on the vision of empowering communities to serve as key partners in processes of localized support and assistance, while seeking to strengthen community awareness and enhance understanding of the vital roles individuals play in supporting one another.

In the summer of 2023, Anar launched its work with local communities that were deeply impacted by the ongoing attacks, violations, and burdens of Israeli military occupation, beginning with the Bethlehem and Hebron governorates and later expanding to include Nablus and Tulkarm. From the outset, community needs and challenges continued to increase steadily.

Anar's teams began providing services to all segments of society, with a particular focus on children, through comprehensive psychosocial support interventions. Arts-based approaches were adopted, as well as advanced tools and methodologies grounded in scientific evidence and best practices, while consistently ensuring alignment with local community needs, cultural specificity, and the surrounding context. These efforts were not limited to service provision alone; additional methodologies were incorporated to strengthen and empower the capacities of specialized and non-specialized staff, as well as community members, enabling them to serve as committed frontline practitioners under Anar's mandate. In addition, support groups were formed and nurtured, becoming a central pillar of Anar's work.

Over the course of two and a half years of continuous work, Anar has achieved positive outcomes within its targeted communities, as its innovative strategies have opened new horizons for community-based action. Anar's management has undertaken a reorganization of operations to further strengthen areas of impact, and Anar staff have continued to deliver a wide range of services in response to growing needs in the Palestinian context. Anar has established extensive partnerships with supporting and funding entities, expanded its service delivery, and achieved notable local accomplishments, including the formation of community psychosocial accompaniment teams and

collaboration with local institutions in targeted areas. Throughout this initial period, Anar has worked to institutionalize and strengthen its programs.

In terms of its policy framework, Anar's teams are committed to delivering psychosocial support, distinct from clinical mental health treatment. Anar's work focuses on the use of supportive tools aimed at protecting and empowering communities to help themselves, relying on community-driven approaches to achieve resilience and collective recovery. This approach represents a key distinguishing feature of Anar's work.

Recognizing the importance of community-based interventions, the effectiveness of its adopted methodologies, and the need to sustain high-quality programming despite Anar's relatively recent establishment, Anar's management developed a comprehensive five-year strategic plan. This step was taken in response to the pressing need for continuous updating and development, with the aim of achieving further accomplishments that reflect high professional standards and the use of advanced techniques across different areas of intervention. This strategic plan represents the culmination of concerted efforts and supports participatory, collective action among Anar's members and staff, ensuring efficient and effective access to target groups and strengthening the impact of interventions in both the short and long term.

Strategic Planning Process Procedures

A participatory methodology was employed in the development of the strategic plan, involving interviews and workshops with stakeholders such as Anar's staff and board of directors, facilitators, and representatives from partner organizations. Additionally, a questionnaire was administered to beneficiaries within the target communities to obtain information pertinent to Anar's operations. Both quantitative and qualitative data were collected and assessed through ongoing dialogue with all relevant parties.

SWOT Analysis

As part of the participatory reality analysis process for Anar, the most prominent aspects related to strengths, weaknesses, opportunities and threats were reviewed, with the aim of providing a comprehensive vision of the nature of Anar's work, the challenges it faces, and the prospects available to it.

Anar's greatest strengths lie in its highly motivated and enthusiastic youth teams, characterized by a continuous desire for learning and development. This is complemented by a diverse board of directors with a wealth of experience and energy, and a clear organizational structure that contributes to high-quality work. The management team demonstrates flexibility in its approach to working with staff, while consistently encouraging and building their capabilities. Furthermore, Anar's internal systems and procedures are well-established and effective, positively impacting its performance. Anar's ability to expand its reach is further enhanced by its strong teams, robust work ethic, and the unique and engaging nature of its activities for the target communities. Anar is committed to the ongoing development and refinement of its systems, procedures, programs, and partnerships, and it possesses solid crisis management tools.

Several weaknesses emerged during the analysis, most notably the lack of job security due to the organization's reliance on external funding and the board's insufficient engagement in the organization's areas of operation. Staff suffer from a shortage of transportation due to limited funding, leading to increased workload on administrative tasks and hindering the organization's expansion. The organization also suffers from inadequate communication and information sharing, as well as a lack of privacy and employee protection measures due to limited office space.

Among the key opportunities discussed during the analysis was the interest of civil organizations and regional and international institutions in collaborating with Anar, thanks to its professional reputation. In addition, the proliferation of technology and social media contributes to the development of Anar's work and the expansion of its impact. Anar also enjoys the support of local communities with qualified personnel and resources, and it is widely welcomed and accepted. Finally, the current political climate reinforces the growing need for Anar's services, making its presence even more crucial, especially given the acceptance and support of relevant government ministries for its activities.

Anar faces several threats, most notably the occupation and its practices, which negatively impact Anar's activities and threaten to hamper projects or impose conditions on funding, as well as potentially halt or suspend projects altogether. Social stigma and a lack of understanding of the nature of Anar's work also affect its performance, along with the refusal of some women to receive services from men and vice versa, posing a challenge to service delivery. Staff members face field security, political, and social challenges that impede their work and Anar's overall operations. These threats are compounded by competition from other institutions, community expectations that sometimes exceed the level of services provided, and societal sensitivities surrounding certain issues addressed by Anar.

Strengths:

- 1- A strong staff: The staff is young, highly qualified and motivated to learn.
- 2- A positive internal environment: . The management of Anar respects the code of conduct in its dealings with staff, understanding their individual needs and preferences, and is flexible in dealing with employee privacy.
- 3- A strong board of directors: Board members have diverse experience, strong energy, and a commitment to change and development within Anar.
- 4- A flexible and clear organizational structure and a well-defined administrative hierarchy: Clarity and flexibility in organizational structure assists Anar in management, development, and operational improvement.
- 5- Continuous employee development: The management of Anar encourages ongoing staff development and innovation and is open to any suggestions.
- 6- A structured and efficient recruitment process: Employees are selected professionally through clear and applicable criteria.
- 7- A trustworthy staff that is close to the community: Although Anar has only been operating for two years, the staff's efforts in the field have been significant and have resulted in high community acceptance.
- 8- Significant community outreach: Anar has reached 5 governorates within 2 years, and work continues to expand.
- 9- A strong facilitator base: Despite being a relatively young organization, Anar has been able to develop a significant network of community-based facilitators.

- 10-Distinctive and contextual intervention methodologies: Anar's work methodologies are distinguished by their community-based approach, empowering communities to support themselves.
- 11- Non-traditional activities: Anar's work techniques are advanced and distinctive, contributing to positive results that are responsive to children's needs.
- 12- Automation of administrative and program procedures: One of Anar's most important upgrades is the automation of systems and procedures, which helps improve the reporting, monitoring, and evaluation systems.
- 13- A strong internal communication system: Anar has established robust internal communications.
- 14- Interventions operate according to international standards: Anar's staff employs a strong reference point for standards, and uses advanced and sophisticated methods in their interventions.
- 15- Continuous development and ongoing feedback: Anar's management respects the opinions of diverse groups and has adopted a methodology for monitoring and obtaining feedback from the target communities to improve and develop.
- 16- Distinctive target groups: Anar's process for selecting target groups is a distinguishing feature of its work. The selection process is based on community needs and prioritizes those most vulnerable.
- 17- A humble and loving team: Anar is distinguished by its atmosphere of humility and affection for colleagues and others.
- 18- The ability to adapt, learn, and work remotely: Due to the surrounding circumstances and emergency situations, Anar management relies on electronic communication as an alternative support tool to reach target groups.
- 19- Availability of emergency funding: Anar maintains funding for emergencies, especially important given the instability in the region. This contributes to the continuity of work and service delivery.

Weaknesses:

- 1- Job insecurity due to project-based reliance: A common problem for many organizations due to political instability and donor policies, job insecurity at Anar is compounded by the lack of staff to support the fundraising process.
- 2- Less than optimal engagement from the board of directors: While Anar's board is not always responsive or consistently available to management and staff, it demonstrates commitment and provides support.

- 3- Lack of offices in other governorates: Due to limited funding, Anar is only able to provide offices for staff in Bethlehem and Hebron.
- 4- Transportation challenges: Because of restricted funding, Anar cannot purchase vehicles for its field teams. As a result, staff must rely on public transportation, which is both difficult and time-consuming. This limitation affects the efficiency of outreach and service delivery, as the budget only barely covers staff transportation needs.
- 5- A shortage of staff: Insufficient funds to cover additional staff has led to pressure on staff due to workload. This hinders outreach and expansion.
- 6- Ineffective communication and information flow: Although Anar has an established communication system, the transfer of information to management is not sufficiently effective.
- 7- Inadequate staff privacy: The cramped office space negatively impacts staff privacy and protection.

Opportunities:

- 1- Local community organizations are interested in collaborating with Anar: Anar's professional reputation has drawn attention.
- 2- Regional and international organizations are interested in funding organizations working with children: Anar's focus on children, as well as its methodology and work philosophy, makes it a good candidate for funding.
- 3- The need for Anar's work is immense: This need strengthens Anar's presence and continuity.
- 4- The spread of technology and social media facilitates reaching beneficiaries: Technological tools have helped develop Anar's work.
- 5- The presence of qualified personnel and capabilities within the local community contributes to supporting Anar's vision and mission: Anar's work in targeted communities has been strengthened by the utilization of their skills.
- 6- The political situation and local violations continue to increase local needs: Due to the political situation and the escalation of violence, the need for services in local communities has increased, leading to a greater demand for Anar's services.
- 7- The Ministry of Education and the Ministry of Social Development are receptive and supportive: a work agreement exists between the Ministry of Education and the Ministry of Social Development. This supports Anar's work through cooperation with the relevant ministries.

Threats



- 1- The occupation and its practices: Closures, raids, checkpoints, and arrests affect Anar's work and activities, impede the movement of staff, and cause the postponement, suspension, or disruption of activities and their outcomes.
- 2- The reliance on conditional or time-limited funding: The lack of reliable ongoing funding risks the suspension, disruption, and cessation of projects. This is a serious threat to Anar and its programs.
- 3- Social stigma and communities' reluctance to acknowledge existing psychosocial problems: There is unconscious mindset regarding Anar's work due to social stigma and a lack of acceptance that psychosocial issues exist among children and community members, including the refusal of males to receive services and participate in activities due to cultural assumptions and fear of the surrounding patriarchal society. This hinders and delays interventions and requires Anar to expend more time and energy to convince target communities of the importance of these programs.
- 4- Females' refusal to receive services from males and vice versa due to social stigma and cultural norms: Anar's staff is challenged by beneficiaries' refusal to integrate males and females; it hinders the staff's work and requires them to change their methods to accommodate this reality.
- 5- Field security for staff: One of the threats that hinders the Anar' work is field security, whether social security or political security. These two dimensions are strongly interconnected, as any challenge in political security deepens social security issues, which in turn requires Anar to intervene to ensure the safety and security of its staff.
- 6- Competition from other institutions: Due to the presence of different institutions offering similar services (though not with the same methodologies and efficiency), Anar is considered a competitor.
- 7- Community expectations exceeding the services provided: Due to the enormity of community needs stemming from significant political and social challenges, communities expect Anar's staff to provide services that are beyond their capacities and scope of work. This is especially difficult as the staff seek a high level of satisfaction from local communities.
- 8- Beneficiary sensitivities towards particular topics: Due to this sensitivity, teams are at times forced to change the topics of initiatives in order to provide a sense of safety to the target groups and to complete work in the programmatic areas. This exhausts the team.

Who are we?

Anar is a Palestinian non-profit registered in Palestine and based in the Bethlehem Governorate. Through its programs and activities, it aims to promote the well-being and psychological resilience of Palestinian children affected by violence, oppression, and injustice, ultimately improving their mental health by providing psychosocial programs and interventions that contribute to enhancing their mental and emotional well-being.

Anar operates its main office in the Bethlehem Governorate, along with additional offices located in Hebron and Tulkarm. Field teams are active throughout the West Bank, ensuring that services reach all intended recipients, and that programs and activities remain effective on-site. Anar is committed to providing psychosocial support initiatives tailored to local needs and creative expression schemes, viewing these as vital paths toward community development and collective recovery from violence and oppression. Development and healing are promoted through awareness campaigns, guidance, and mentorship, aiming to disrupt cycles of injustice and trauma across generations, while strengthening resilience and hope within the community.

Our Message

Anar prioritizes its goals and activities to ensure the realization of the fundamental right to health and well-being for Palestinian children, their caregivers, and the community as a whole. It strives to achieve this through an inclusive and holistic approach to community-based psychosocial support, grounded in human rights and protection principles, and by strengthening cooperation and coordination with relevant stakeholders in the West Bank to create a supportive, responsive, and appropriate environment for all target groups.

Vision

A Palestinian society where children are empowered with resilience and psychosocial recovery skills, within an aware and supportive community that is able to support itself.

Mission

Anar's mission is to enhance the psychosocial wellbeing of children and communities affected by conflict and marginalization through community-based, culturally grounded, and participatory approaches. The organization works to empower local actors, strengthen community structures, and promote collective healing through psychosocial accompaniment, capacity building, and community mobilization.

Goals

1. To contribute to improving access to quality psychosocial support services for Palestinian children exposed to violence and oppression.
2. To support the strengthening of community-based psychosocial support services, recovery, and resilience within the Palestinian community.
3. To strengthen Anar's institutional, financial, and programmatic capacity.

Objectives

1.1 Enhancing the psychosocial recovery of targeted children

2.1 Improving and developing access to sustainable psychosocial support programs for various segments of society

2.2 Empowering all staff working in the field of psychosocial support at Anar

3.1 Achieving financial sustainability for Anar

3.2 Expanding the geographical reach of Anar's programs to different regions

3.3 Developing internal policies, systems, and programs to serve Anar and its staff

Theory of Change

Anar follows clear operational paths and well-defined methodologies in delivering its services and expanding its activities, in addition to capacity building and empowerment. Through these strategies, Anar aims to reach Palestinian children exposed to violence and oppression and provide them with high-quality services. Anar's efforts are not limited to service delivery alone but also include the continuous development of its staff and partner institutions to ensure the maintenance of service quality and the improvement of work methodologies. To achieve these goals, Anar works to develop its internal

capacities and systems, and strengthen its local and international relationships to ensure the effective implementation of its methodologies and interventions.

The core problem that Anar seeks to address is the suffering of Palestinian children from severe and diverse psychological and social pressures stemming from the prevailing political, economic, and social situation. To confront these challenges, Anar adopts an intervention approach focused on providing access to psychosocial support services, along with empowerment and internal and external capacity building, as key areas of work.

Anar strives to achieve a direct and sustainable impact on the lives of Palestinian children exposed to oppression and violence, ensuring they receive high-quality psychosocial support services. The desired impacts also include enhanced psychosocial support, recovery, and resilience services within the Palestinian community, as well as Anar's own development at all administrative and professional levels. Among the long-term outcomes that Anar prioritizes are empowering targeted children psychologically and socially, developing the sustainability of psychosocial support programs for various community groups, and empowering all those working in the field of psychosocial support within Anar. Anar also seeks to achieve operational and financial sustainability, expand its geographical and field operations, and develop policies, systems, and programs that best serve Anar and its staff.

The short-term outcomes include empowering targeted children psychologically and socially and strengthening psychosocial support groups for community-based self-help. The organization also aims to develop qualified young Palestinian leaders in the most affected and vulnerable areas, equipping them with leadership, spiritual groundedness, and social responsibility skills through participation in psychosocial accompaniment teams. Furthermore, the organization works to enhance the capacity of its staff, promote financial sustainability, and support its geographical expansion. The organization also focuses on developing policies and systems that contribute to its institutional and community development.

Anar programs

From the outset, during the strategic planning phase, it became clear that there was an integrated relationship between the programs of Anar. The Community-Based Psychosocial Support Program is strengthened by the Empowerment Program and the Research Program. After the psychosocial support process, the Research Program gathers evidence and information to conduct future research and guide management on the necessary empowerment initiatives. The three programs work in an integrated and interconnected manner to strengthen Anar's work.

1- Community-Based Psychosocial Support Program

The Community-Based Psychosocial Support Program is the cornerstone of Anar's work, and the framework from which its vision and mission emerge. It embodies Anar's philosophy of walking with individuals and communities on paths of recovery, and enhancing their resilience, without imposing external interventions or relying on traditional treatment models that are detached from the context.

The program focuses on promoting psychological and social well-being by providing initial psychological support and guidance using interactive, group, and creative tools, with an emphasis on empowering individuals and communities to be active in supporting themselves and those around them. In this context, Anar does not aim to provide specialized psychological treatment services, but rather to build a sustainable community support system that originates from within the community itself.

The program is based on an integrated participatory approach that links psychosocial support and empowerment programs, through investment in children, adolescents, caregivers, and youth, and builds the capacity of non-specialized groups to lead support processes within their communities, especially through community Psychosocial Support Groups. These local participants are trained and qualified to be the nucleus of a sustainable local response.

The program includes a comprehensive package of interconnected interventions, offering individual counseling sessions (children and adolescents + caregivers), group counseling sessions (children and adolescents + caregivers), individual psychosocial support sessions, psychosocial support meetings, Psychosocial Support Groups, and creative sessions that provide safe spaces for release and expression. The program also includes awareness and psychosocial education sessions, focused community discussion groups, and the support of local awareness campaigns and community initiatives led by the participants themselves, which enhance community knowledge and strengthen natural support networks.

The program relies on a range of participatory and applied methodologies, including experiential learning, creative expression, teamwork, and the strengthening of community support networks, ensuring the program's impact continues beyond the direct interventions. Through this approach, the program aims to transform the community's role from a recipient of support to an active partner in creating pathways to recovery and building more cohesive environments capable of addressing ongoing challenges.

In addition, this program is designed to facilitate children's recovery through a fun, creative, and artistic journey that nourishes their imagination, strengthens their coping mechanisms, and allows for self-expression. We believe that providing spaces for reflection and expression can empower children to overcome the challenges of oppression. Our goal is to engage children and their communities in practices of hope through various forms of play and creative expression. This program offers a range of activities that encourage self-exploration and self-discovery, such as:

- Community Arts Training and Exchange for Children and Youth: Through this program, children and youth have the opportunity to participate in workshops, training sessions, and arts exchanges with other children and youth from diverse communities. The program aims to promote healing and resilience, empowering participants by providing a platform for creative expression and fostering a sense of community and social connection. By engaging children and young people in this program, we hope to enhance their mental well-being and equip them with the skills and knowledge to make a positive impact on their communities. This program is a vital part of our broader efforts to promote healing, hope, and social change through community-based mental health support and capacity-building activities.
- Anar's arts, theater, and dance productions and tours aim to bring the healing power of the arts to communities affected by violence and oppression, including those in refugee camps, Area C, and other marginalized areas. Through this program, we aim to provide a platform for creative expression and promote mental well-being through the arts. Our productions encompass a variety of art forms, including theater, dance, and visual arts, and are created by professional artists and performers in collaboration with children. By bringing these productions to marginalized communities, we aim to foster a sense of community and social connection, promote healing and resilience, and provide a platform for self-expression. The tour component of this program is particularly important, as it allows us to reach communities that might not otherwise have access to the arts. Our productions take place in a variety of settings, including refugee camps, community centers, and schools in remote areas.

2- Empowerment Program



The Empowerment Program at Anar is a vital one. This program focuses on developing interventions, empowering specialized and non-specialized teams, and developing community-based Psychosocial Support Groups, as well as enhancing services by adopting the most effective and innovative interventions. The program keeps pace with advancements in service delivery and best practices through research and feedback gathered via the community support program.

This program is designed to empower children and young people aged 15 to 29 through comprehensive leadership and psychosocial support training. The program employs a methodology that includes a training curriculum covering a wide range of topics such as leadership skills, life skills, community development and mobilization, and psychosocial support. Its primary goal is to help children and young people recover and grow personally by enabling them to become catalysts within their communities. This is achieved through training that encourages them to transition from a passive or inactive role to an active one, supporting other children and young people in their community through youth-led initiatives and campaigns. These efforts also aim to raise awareness among community leaders about the needs of children and young people.

With the goal of empowering children and young people to take on leadership roles within their communities, the training methodology is comprised of two essential elements. First, it focuses on leadership development and mobilization, self-care practices, community-based psychosocial support, and capacity building, all through a community-based approach. Second, it empowers young people to apply the knowledge and skills they have acquired, enabling them to become agents of change in their communities. By giving children and young people a voice as leaders, and by enabling them to actively participate in community initiatives, the project ensures their personal development and engagement.

Ultimately, sustainability is fostered through the achievement of positive and lasting transformations in society. Through active participation in initiatives and campaigns that promote the sustainability of psychosocial support, children and young people are encouraged to understand the dynamics of their community, identify its needs, and work towards achieving positive change. By providing them with the necessary tools and guidance, our program equips them to become influential voices for change, fostering a more promising and hopeful future for their communities.

3- **Research Program**

Based on applied research and advanced scientific research methods, Anar gathers information and data from the field, through its programs and interventions, to identify best practices and the most impactful applications. This program involves conducting field-relevant scientific research aimed at improving and developing services within Anar. This research integrates leading global practices in psychosocial support with the current realities in Anar's target areas. The findings of this research are then used to develop the Community-Based Psychosocial Support Program and the Empowerment Program, and to enhance the interventions implemented through them.

This program is a contextual extension of Anar's programs, aiming to ensure that the methodologies used in fieldwork, as well as the materials and tools developed, stem from the local context and reflect actual community needs and priorities. The program also seeks to align interventions with the local culture of diverse communities in Palestine, thereby enhancing their effectiveness and acceptance. This program works to develop advanced contextual tools, materials, and research that will support the quality, sustainability, and impact of Anar's work.

Anar Values

Anar is committed to a set of core values that guide its work and ensure the achievement of its humanitarian and social goals. These values include:

- 1- **Dignity and Humanity:** We place human beings and their dignity at the heart of our work and strive to promote compassion and empathy in all our interventions.
- 2- **Protection and Accountability:** We are committed to protecting children and communities and ensuring a safe environment, while adhering to accountability and the highest standards of professional ethics.
- 3- **Confidentiality and Integrity:** We maintain the confidentiality of information and operate with integrity and transparency in all our interventions.
- 4- **Inclusion and Acceptance:** We respect diversity and promote an inclusive environment based on respect, justice, and equality.
- 5- **Professionalism and Quality:** We are committed to providing high-quality services based on knowledge, experience, and professional standards.

- 6- **Flexibility and Responsiveness:** We adapt to changing contexts and respond effectively to the needs of communities.
- 7- **Community Engagement and Volunteering:** We believe in the role of the community as a driving force in recovery and promote initiative and volunteerism.

Logical framework

Logical Framework											
Anar - Strategic Plan											
#	Goals	Indicators	Baseline	Targets	Year 1	Year 2	Year 3	Year 4	Year 5	Sources of Verification	Risks and Assumptions
1	To contribute to improving access to quality psychosocial support services for Palestinian children exposed to violence and oppression	85% of the target groups have a high level of satisfaction with the services provided.	65%	85%	65%	70%	75%	80%	85%	Satisfaction measurement reports, mid-term and final evaluations	<p>Assumptions: Anar is welcomed in the target communities and has become well-known. Anar's relationships are constantly expanding and are at the best possible level.</p> <p>Risks: Political conditions and violence against children negatively impact Anar's interventions. Political instability leads to financial instability as well.</p>
2	To support the strengthening of community-based psychosocial support services, recovery, and resilience within the Palestinian community.	85% of the psychosocial support services are developed and implemented in Anar.	70%	85%	70%	70%	80%	80%	85%	Administrative reports and professional follow-up reports, mid-term and final evaluations	
3	To strengthen Anar's institutional, financial, and programmatic capacity.	2 Annual increase in supporters of Anar	10	15	11	12	13	14	15	Administrative reports and professional follow-up reports, mid-term and final evaluations	
		The specialized research unit is	0	0	0	1	0	0	0	Administrative reports and professional	

		developed and proven.								follow-up reports, mid-term and final evaluations	
		Anar's systems and policies are developed and implemented.	50%	90%	55%	65%	75%	85%	90%	Copies of guides, policies, and reports	
	Objectives	Indicators	Baseline	Targets	Year 1	Year 2	Year 3	Year 4	Year 5	Sources of Verification	Risks and Assumptions
1.1	Enhancing the psychosocial recovery of targeted children	85% of the targeted children have become psychologically and socially empowered	65%	85%	65%	70%	75%	85%	85%	Professional reports, success stories	Assumptions: Anar is welcomed in the target communities and has become well-known. Anar's relationships are constantly expanding and are at the best possible level. Risks: Political conditions and violence against children negatively impact Anar's interventions. Political instability leads to financial instability as well.
		85% of the targeted community psychosocial support providers have become psychologically and socially empowered.	65%	85%	65%	70%	75%	85%	85%	Professional reports, success stories	
2.1	Improving and developing access to sustainable psychosocial support programs for various segments of society	3 main services were developed and delivered (community-based psychosocial support services, capacity-building services, and research and application services - Anar	30%	100%	65%	75%	85%	90%	100%	Administrative and financial reports, brochures, videos, and various publications	

		Community-based Psychosocial Support Groups developed and supported by Anar in various regions: 8 teams in 8 governorates (Bethlehem, Hebron, Jerusalem, Gaza Strip, Tulkarm, Nablus, Tubas, Jericho)	5	8	5	5	6	7	8	Administrative and financial reports, brochures, videos, various publications, photos, media releases, and social media content.
2.2	Empowering all staff working in the field of psychosocial support at Anar	90% of Anar's staff and facilitators received specialized and non-specialized professional development services.	50%	90%	55%	65%	75%	85%	90%	Administrative and financial reports, brochures, videos, various publications, photos, media releases, and social media content.
3.1	Achieving financial sustainability for Anar	10% increase in the annual budget of Anar	\$ 800K	880000	968000	1064800	1171280	1288408	1417249	Financial and administrative reports
3.2	Expanding the geographical reach of Anar's programs to different regions	Anar now has two new offices.	1	3	2	2	3	3	3	Financial and administrative reports
		The number of Anar staff working in the field of community-based	10	16	10	12	14	16	16	Financial and administrative reports

		psychosocial support has increased.									
		The number of Anar's staff working in the administrative field has increased (Research and Development Manager, Fundraising and Resource Mobilization Manager, Communications and Outreach Manager).	6	10	6	7	8	9	10	Financial and administrative reports	
3.3	Developing internal policies, systems, and programs to serve Anar and its staff	20% of the systems were developed in Anar	0	20%	5%	5%	5%	5%	0%	Administrative and financial reports, brochures, videos, and various publications	
	Expected Results	Indicators	Baseline	Targets	Year 1	Year 2	Year 3	Year 4	Year 5	Sources of Verification	Risks and Assumptions
1.1.1	Children and targeted community psychosocial support providers receive quality services	10,000 children 7,000 community psychosocial support providers	5,000 children annually 2,000 community-based psychosocial support providers	5,000 children annually 3,000 community-based psychosocial support providers	6,000 children annually 3,000 community-based psychosocial	7,000 children annually 4,000 community-based psychosocial	8,000 children annually 5,000 community-based psychosocial support	9,000 children annually 6,000 community-based psychosocial support	10,000 children annually 7,000 community-based psychosocial support	Administrative and financial reports, brochures, videos, various publications, images, media reports, and social media content.	Assumptions: Anar is welcomed in the target communities and has become well-known. Anar's relationships are constantly expanding and are at the best possible level.

					support providers	support providers	providers	t providers	t providers		Risks: Political conditions and violence against children negatively impact Anar's interventions. Political instability leads to financial instability as well.
2.1.1	Community-based psychosocial support groups, comprised of community members, provide non-specialized community-based psychosocial support services in 8 high-risk and most affected areas.	Increase in the number of escort group locations	4	8	4	4	5	7	8	Administrative and financial reports, brochures, videos, various publications, images, media reports, and social media content.	
2.2.1	A new generation of Palestinian leaders has become possible.	28 specialized training sessions in community-based psychosocial support were provided annually to teams in 8 governorates (Bethlehem, Hebron,	0	28	4	4	5	7	8	Administrative and financial reports, agreements with trainers, pre- and post-training surveys, lists of trainees and participants, photos, brochures, videos, various publications, images, media reports, and social media content.	

		Jerusalem, Gaza Strip, Tulkarm, Nablus, Tubas, Jericho(
		80% of the administrative and logistical staff have had their capabilities enhanced in the areas of project management, monitoring and evaluation, advocacy, research, and documentation.	50%	80%	50%	60%	65%	70%	80%	Administrative and financial reports, photos, brochures, videos, various publications, images, media reports, and social media content.
3.1.1.	The financial sustainability of Anar is enhanced and improved.	100% financial coverage for Anar	100%	100%	100%	100%	100%	100%	100%	Administrative and financial reports, photos, brochures, videos, various publications, images, media reports, and social media content.
3.2.1	The expansion of Anar is supported in various regions.	50% coverage rate of Palestinian governorates	25%	50%	25%	30%	35%	40%	50%	Administrative and financial reports, photos, brochures, videos, various publications, images, media reports, and social media content.

3.3.1	Policies and systems are developed to serve the development of Anar.	4systems have been added (Monitoring and Evaluation System, Communication and Outreach System, Research and Documentation System, Fundraising and Resource Mobilization System(0	4	0	1	1	1	1	Administrative and financial reports, brochures, videos, and various publications
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Workstream

Workstream	
Anar - Strategic Plan	
Goal	
1. To contribute to improving access to quality psychosocial support services for Palestinian children exposed to violence and oppression	
Objective	
1.1 Enhancing the psychosocial recovery of targeted children	
Expected Result	
1.1.1Children and their caregivers receive quality services	



Activity		Workstream					Achievement					Responsibility	Notes
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
1.1.1.1	Formation of 10 enhanced community psychosocial response groups, comprising of 170 community members, in 8 high-risk and most affected areas, so that these groups receive tailored mental health and psychosocial support services, child protection, and demand-based skills, in order to transfer power to the local community, and to implement community initiatives and art-based psychosocial support responses through training, mentoring, and community engagement provided.						100%	100%	100%	100%	100%		
1.1.1.2	Targeting 10 child prisoners/detainees through individual counseling sessions, with 8 meetings for each child, in order to reintegrate them into society.						100%	100%	100%	100%	100%		
1.1.1.3	Providing academic support lessons for 40 child prisoners/detainees annually						100%	100%	100%	100%	100%		
1.1.1.4	Providing vocational rehabilitation courses for 10 children of prisoners/detainees, in addition to providing support tools during or after rehabilitation programs annually.						100%	100%	100%	100%	100%		

1.1.1.5	Targeting 1,440 children affected by political violence and children held captive or detained through group counseling sessions, with 6 meetings per group, and an average of 10 children in each group, using different methodologies, and an average of 107 groups annually.						100%	100%	100%	100%	100%		
1.1.1.6	Targeting 1000 children through theatrical performances using mental health methodologies and expressive arts, with 16 performances annually.						100%	100%	100%	100%	100%		
1.1.1.7	Targeting 5,395 children through one-time meetings, recreational days, and summer camps, with 380 meetings annually.						100%	100%	100%	100%	100%		
1.1.1.8	Targeting 56 children annually by providing specialized and non-specialized referrals to other institutions.						100%	100%	100%	100%	100%		
1.1.1.9	Targeting 6,700 children, youth, and caregivers through the implementation of 20 community initiatives annually in different regions, addressing diverse topics in the field of mental health with the aim of promoting community awareness.						100%	100%	100%	100%	100%		
1.1.1.10	Targeting 10 caregivers (families of prisoners and detainees) through individual counseling sessions, with 8 meetings for each individual.						100%	100%	100%	100%	100%		

1.1.1.11	Targeting 700 caregivers through group counseling sessions, with 6 meetings per group, using different methodologies, at a rate of 63 groups annually.						100%	100%	100%	100%	100%		
1.1.1.12	Targeting 4,175 caregivers through one-off meetings and recreational days, with 280 meetings annually.						100%	100%	100%	100%	100%		
1.1.1.13	Targeting 10 caregivers annually by providing both specialist and non-specialist referrals to other institutions.						100%	100%	100%	100%	100%		

Goal

2 To support the strengthening of community-based psychosocial support services, recovery, and resilience within the Palestinian community.

Objective

2.1 Improving and developing access to sustainable psychosocial support programs for various segments of society

Expected Result

2.1.1 Community-based psychosocial support groups, comprised of community members, to provide non-specialized psychosocial support services in 8 high-risk and most affected areas.

Activity	Workstream					Achievement					Responsibility	Notes
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
2.1.1.1 Building the capacity of 10 community-based psychosocial support groups, each group receiving 6 days of training annually in different regions, using the community-based psychosocial support methodology.						100%	100%	100%	100%	100%		
2.1.1.2 Joint events are held for all community-based psychosocial support teams with the aim of exchanging information, experiences, and building capacity.						100%	100%	100%	100%	100%		



2.1.1.3	Providing volunteering opportunities for each young man/woman from the groups, encouraging their participation in community service and providing opportunities to generate income through these activities (a reward for each volunteer for only two months in all governorates).						100%	100%	100%	100%	100%		
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Objective

2.2 Empowering all staff working in the field of psychosocial support at Anar

Expected Result

2.2.1A new generation of Palestinian leaders has become possible

	Activity	Workstream					Achievement					Responsibility	Notes
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
2.2.1.1	Conducting capacity-building training courses for frontline workers and members of community-based self-help organizations (Flexible). Two training courses annually for 50 frontline workers.						100%	100%	100%	100%	100%		
2.2.1.2	A three-day/18-hour training-of-trainers program for social workers, facilitators, and community leaders to build local capacity in providing psychosocial support to children in affected communities. Held annually for 20 participants.						100%	100%	100%	100%	100%		

2.2.1.3	Four internal workshops are held annually to build staff capacity. Each workshop lasts five days and targets mental health and psychosocial support specialists, as well as technical and administrative staff at Anar who are directly involved in implementing the proposed interventions. (4 workshops * 12 participants)						100%	100%	100%	100%	100%	
2.2.1.4	Training staff and service providers on developing research-based intervention methodologies and development. One training session per year – 20 training hours.						100%	100%	100%	100%	100%	
2.2.1.5	A self-care event is held to reduce stress and promote psychological well-being and resilience among Anar staff.						100%	100%	100%	100%	100%	

Goal

3.To enhance the institutional, financial, and programmatic structure of Anar.

Objective

3.1 Achieving financial sustainability for Anar

Expected Result

3.1.1 The financial sustainability of Anar is enhanced and improved

Activity	Workstream					Achievement					Responsibility	Notes
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
3.1.1.1 Developing financial sustainability tools by generating funds through self-directed activities (training)						100%	100%	100%	100%	100%		
3.1.1.2 Developing a fundraising and networking policy at Anar						100%	100%	100%	100%	100%		



3.1.1.3	Developing a fundraising and resource mobilization plan for Anar						100%	100%	100%	100%	100%		
3.1.1.4	Engaging the Board of Directors through quarterly meetings of the Governance/Finance Committee to secure funding and mobilize resources within Anar to advance the fundraising efforts and monitor the fundraising plan.						100%	100%	100%	100%	100%		

Objective

3.2 Expanding the geographical reach of Anar's programs to different regions

Expected Result

3.2.1 The expansion of Anar is supported in various regions.

Activity	Workstream					Achievement					Responsibility	Notes
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
3.2.1.1 Hold monthly meetings for staff and supporters - 8 monthly meetings						100%	100%	100%	100%	100%		
3.2.1.2 Networking with local, regional, and international organizations for cooperation, collaboration, and joint work - 3 organizations annually						100%	100%	100%	100%	100%		
3.2.1.3 Signing Memoranda of Understanding with various institutions - 3 annually, local, regional and international						100%	100%	100%	100%	100%		
3.2.1.4 Participating in local, regional, and international conferences in partnership with various institutions						100%	100%	100%	100%	100%		
3.2.1.5 Coordination with the Ministry of Local Government and Municipalities to establish the association's work centers in various regions. Coordination with local authorities to accommodate Anar staff working within their jurisdictions.						100%	100%	100%	100%	100%		

3.2.1.6	Coordination with the Ministry of Local Government and Municipalities to establish the association's work centers in various regions. Coordination with local authorities to accommodate Anar staff working within their jurisdictions.						100%	100%	100%	100%	100%		
3.2.1.7	Signing memoranda of understanding with local authorities under the umbrella of the Ministry of Local Government to stabilize work in community centers						100%	100%	100%	100%	100%		
Objective													
3.3 Developing internal policies, systems, and programs to serve Anar and its staff													
Expected Result													
3.3.1 Policies and regulations are developed to serve the development of Anar Anar													
	Activity	Workstream					Achievement					Responsibility	Notes
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
3.3.1.1	Developing and activating the Expressive Arts Unit						100%	100%	100%	100%	100%		
3.3.1.2	Developing a communication strategy within Anar to strengthen internal and external communication within Anar.						100%	100%	100%	100%	100%		
3.3.1.3	Developing and expanding social media tools and platforms within the society						100%	100%	100%	100%	100%		
3.3.1.4	Developing a monitoring and evaluation system, a research and documentation system, and a system for securing funding and mobilizing resources.						100%	100%	100%	100%	100%		
3.3.1.5	Developing a fundraising and resource mobilization plan for Anar.						100%	100%	100%	100%	100%		

3.3.1.6	Forming an institutional task force, including a media committee, a research and development committee, and a committee to secure funding and mobilize resources from Anar's staff.						100%	100%	100%	100%	100%		
3.3.1.7	Involving the Board of Directors through quarterly meetings of the Media Committee in order to promote and strengthen the society's media presence.						100%	100%	100%	100%	100%		
3.3.1.8	Involving the Board of Directors through quarterly meetings of Anar's Research and Development Committee in order to develop the Research and Development Unit						100%	100%	100%	100%	100%		
3.3.1.9	Involving the Board of Directors through quarterly meetings of the Fundraising and Resource Mobilization Committee in order to advance fundraising efforts and monitor the fundraising plan.						100%	100%	100%	100%	100%		

Work plan

Work plan																					
Anar - Strategic Plan																					
Goal																					
1. To contribute to improving access to quality psychosocial support services for Palestinian children exposed to violence and oppression																					
Objective																					
1.1 Enhancing the psychosocial recovery of targeted children																					
Expected Result																					
1.1.1 Children and their caregivers receive quality services																					
	Activity	Quarterly plan																			
		Year 1				Year 2				Year 3				Year 4				Year 5			
		Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4
1.1.1.1	Formation of 10 enhanced community psychosocial response groups, comprising of 170 community members, in 8 high-risk and most affected areas, so that these groups receive tailored mental health and psychosocial support services, child protection, and demand-based skills, in order to transfer power to the local community, and to implement community initiatives and art-based psychosocial support responses through training, mentoring, and community engagement provided.																				

2.2.1.1	Conducting capacity-building training courses for frontline workers and members of community-based self-help organizations (Flexible). Two training courses annually for 50 frontline workers.																			
2.2.1.2	A three-day/18-hour training-of-trainers program for social workers, facilitators, and community leaders to build local capacity in providing psychosocial support to children in affected communities. Held annually for 20 participants.																			
2.2.1.3	Four internal workshops are held annually to build staff capacity. Each workshop lasts five days and targets mental health and psychosocial support specialists, as well as technical and administrative staff at Anar who are directly involved in implementing the proposed interventions. (4 workshops * 12 participants)																			
2.2.1.4	Training staff and service providers on developing research-based intervention methodologies and development. One training session per year – 20 training hours.																			
2.2.1.5	A self-care event is held to reduce stress and promote psychological well-being and resilience among Anar staff.																			
Goal																				
3. To strengthen Anar's institutional, financial, and programmatic capacity																				
Objective																				
3.1 Achieving financial sustainability for Anar																				



Expected Result																				
3.1.1 The financial sustainability of Anar, enhanced and developed																				
Activity	Quarterly plan																			
	Year 1				Year 2				Year 3				Year 4				Year 5			
	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1
3.1.1.1	Developing financial sustainability tools by generating funds through self-directed activities (training)																			
3.1.1.2	Developing a fundraising and networking policy at Anar																			
3.1.1.3	Developing a fundraising and resource mobilization plan for Anar																			
3.1.1.4	Engaging the Board of Directors through quarterly meetings of the Governance/Finance Committee to secure funding and mobilize resources within Anar to advance the fundraising efforts and monitor the fundraising plan.																			
Objective																				
3.2 Expanding the geographical reach of Anar's programs to different regions																				
Expected Result																				
3.2.1 The expansion of Anar is supported in various regions																				
Activity	Quarterly plan																			
	Year 1				Year 2				Year 3				Year 4				Year 5			
	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4
3.2.1.1	Hold monthly meetings for staff and supporters - 8 monthly meetings																			

3.2.1.2	Networking with local, regional, and international organizations for cooperation, collaboration, and joint work - 3 organizations annually																			
3.2.1.3	Signing Memoranda of Understanding with various institutions - 3 annually, local, regional and international																			
3.2.1.4	Participating in local, regional, and international conferences in partnership with various institutions																			
3.2.1.5	Coordination with the Ministry of Local Government and Municipalities to establish the association's work centers in various regions. Coordination with local authorities to accommodate Anar staff working within their jurisdictions.																			
3.2.1.6	Coordination with the Ministry of Local Government and Municipalities to establish the association's work centers in various regions. Coordination with local authorities to accommodate Anar staff working within their jurisdictions.																			
3.2.1.7	Signing memoranda of understanding with local authorities under the umbrella of the Ministry of Local Government to stabilize work in community centers																			
		Hold monthly meetings for staff and supporters - 8 monthly meetings																		
		Networking with local, regional, and international organizations for cooperation, collaboration, and joint work - 3 organizations annually																		
		Quarterly plan																		
	Activity	Year 1			Year 2			Year 3			Year 4			Year 5						



		Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Qrt 1	Qrt 2	Qrt 3	Qrt 4	
3.3.1.1	Developing and activating the Expressive Arts Unit																					
3.3.1.2	Developing a communication strategy within Anar to strengthen internal and external communication																					
3.3.1.3	Developing and expanding social media tools and platforms within Anar																					
3.3.1.4	Developing a monitoring and evaluation system, a research and documentation system, and a system for securing funding and mobilizing resources																					
3.3.1.5	Developing a fundraising and resource mobilization plan for Anar																					
3.3.1.6	Forming an institutional task force, including a media committee, a research and development committee, and a committee to secure funding and mobilize resources from Anar's staff.																					
3.3.1.7	Involving the Board of Directors through quarterly meetings of the Media Committee in order to promote and strengthen Anar's media presence.																					
3.3.1.8	Involving the Board of Directors through quarterly meetings of Anar's Research and Development Committee in order to develop the Research and Development Unit																					

3.3.1.9	Involving the Board of Directors through quarterly meetings of the Fundraising and Resource Mobilization Committee in order to advance fundraising efforts and monitor the fundraising plan.																				
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MEAL Plan

MEAL Plan												
Anar Strategic plan												
#	Goal	key indicators	Target	Baseline	Year 1	Year 2	Year 2	Year 2	Year 2	Sources of Verification	Measurement tools	Time of Measurement
1	To contribute to improving access to quality psychosocial support services for Palestinian children exposed to violence and oppression	85% of the target groups have a high level of satisfaction with the services provided.	65%	85%	65%	70%	75%	80%	85%	Satisfaction measurement reports, mid-term and final evaluations	Satisfaction surveys, interviews, focus groups, and field visits	Beginning of the third year, and end of the fifth year
2	To support the strengthening of community-based psychosocial support services, recovery, and resilience within the	85% of the psychosocial support services are developed and implemented in Anar.	70%	85%	70%	70%	80%	80%	85%	Administrative reports and professional follow-up reports, mid-term and final evaluations	Questionnaires, interviews, focus groups and field visits	Beginning of the third year, and end of the fifth year

	Palestinian community											
3	To enhance the institutional, financial, and programmatic structure of Anar	2 Annual increase in supporters of Anar	10	15	11	12	13	14	15	Annual budget reports, mid-term review, and final review	Annual revisions	Beginning of the third year, and end of the fifth year
		The specialized research unit is developed and proven.	0	0	0	1	0	0	0	Administrative reports, photos, and follow-up reports	Checking the unit's presence and continued operation	Beginning of the third year, and end of the fifth year
		Anar's systems and policies are developed and implemented.	50%	90%	55%	65%	75%	85%	90%	Copying guides, policies, and reports	Checking the presence and effectiveness of systems	Beginning of the third year, and end of the fifth year
	Objectives	key indicators	Target	Baseline	Year 1	Year 2	Year 2	Year 2	Year 2	Sources of Verification	Measurement tools	Time of Measurement

1.1	Enhancing the psychosocial recovery of targeted children	85% of the targeted children have become psychologically and socially empowered	65%	85%	65%	70%	75%	85%	85%	Professional reports, success stories	Psychological examinations and tests	End of each stage of working with children
		85% of the targeted community psychosocial support providers have become psychologically and socially empowered.	65%	85%	65%	70%	75%	85%	85%	Professional reports, success stories	Reviewing tools, work, and services, and examining the positive change in output resulting from the improved services.	End of each year
2.1	Improving and developing access to sustainable psychosocial support programs for various segments of society	3 main services were developed and delivered (community-based psychosocial support services, capacity-building	30%	100%	65%	75%	85%	90%	100%	Administrative and financial reports, brochures, videos, and various publications	Pre- and post-training questionnaires for community psychosocial support teams and annual evaluations of their work	End of each year



		services, and research and application services - Anar										
		Community-based psychosocial support groups developed and supported by Anar in various regions: 8 teams in 8 governorates (Bethlehem, Hebron, Jerusalem, Gaza Strip, Tulkarm, Nablus, Tubas, Jericho)	5	8	5	5	6	7	8	Administrative and financial reports, brochures, videos, various publications, photos, media releases, and social media content.	Enumeration and calculation	End of each year
2.2	Empowering all staff working in the field of psychosocial support at Anar	90% of Anar's staff and facilitators received specialized and non-specialized professional development services.	50%	90%	55%	65%	75%	85%	90%	Administrative and financial reports, brochures, videos, various publications, photos, media	Enumeration and calculation	End of each year

										releases, and social media content.		
3.1	Achieving financial sustainability for Anar	10% increase in the annual budget of Anar	\$ 800K	880000	968000	1064800	1171280	1288408	1417249	Financial and administrative reports	Enumeration and calculation	End of each year
3.2	Expanding the geographical reach of Anar's programs in various regions	Anar now has two new offices.	1	3	2	2	3	3	3	Financial and administrative reports	Enumeration and calculation	End of each year
		The number of Anar staff working in the field of community-based psychosocial support has increased.	10	16	10	12	14	16	16	Financial and administrative reports	Enumeration and calculation	End of each year

		The number of Anar's staff working in the administrative field has increased (Research and Development Manager, Fundraising and Resource Mobilization Manager, Communications and Outreach Manager)	6	10	6	7	8	9	10	Financial and administrative reports	Enumeration and calculation	End of each year
3.3	Developing internal policies, systems, and programs to serve Anar and its staff	20% of the systems were developed in Anar	0	20%	5%	5%	5%	5%	0%	Administrative and financial reports, brochures, videos, and various publications	Enumeration and calculation	End of each year
	Expected Results	key indicators	Target	Baseline	Year 1	Year 2	Year 2	Year 2	Year 2	Sources of Verification	Measurement tools	Time of Measurement

1.1.1	Children and targeted community psychosocial support providers receive quality services	10,000 children 7,000 community psychosocial support providers	5,000 children annually 2,000 community-based psychosocial support providers	5,000 children annually 3,000 community-based psychosocial support providers	6,000 children annually 3,000 community-based psychosocial support providers	7,000 children annually 4,000 community-based psychosocial support providers	8,000 children annually 5,000 community-based psychosocial support providers	9,000 children annually 6,000 community-based psychosocial support providers	10,000 children annually 7,000 community-based psychosocial support providers	Administrative and financial reports, brochures, videos, various publications, images, media reports, and social media content.	Enumeration and calculation	End of each year
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2.1.1	Community-based psychosocial support groups, comprised of community members, provide non-specialized community-based psychosocial support services in 8 high-risk and most affected areas.	Increase in the number of escort group locations	4	8	4	4	5	7	8	Administrative and financial reports, brochures, videos, various publications, images, media reports, and social media content.	Enumeration and calculation	End of each year
2.2.1	A new generation of Palestinian leaders has become possible.	28 specialized training sessions in community-based psychosocial support were provided annually to teams in 8 governorates (Bethlehem, Hebron, Jerusalem, Gaza Strip,	0	28	4	4	5	7	8	Administrative and financial reports, agreements with trainers, pre- and post-training surveys, lists of trainees and participants	Enumeration and calculation	End of each year

		Tulkarm, Nablus, Tubas, Jericho)								, photos, brochures, videos, various publications, images, media reports, and social media content.		
		80% of the administrative and logistical staff have had their capabilities enhanced in the areas of project management, monitoring and evaluation, advocacy, research, and documentation.	50%	80%	50%	60%	65%	70%	80%	Administrative and financial reports, photos, brochures, videos, various publications, images, media reports, and social media content.	Enumeration and calculation	End of each year

3.1.1.	The financial sustainability of Anar is enhanced and improved.	100% financial coverage for Anar	100%	100%	100%	100%	100%	100%	100%	Administrative and financial reports, photos, brochures, videos, various publications, images, media reports, and social media content.	Enumeration and calculation	End of each year
3.2.1	The expansion of Anar is supported in various regions.	50% coverage rate of Palestinian governorates	25%	50%	25%	30%	35%	40%	50%	Administrative and financial reports, photos, brochures, videos, various publications, images, media reports, and social media content.	Enumeration and calculation	End of each year

3.3.1	Policies and systems are developed to serve the development of Anar.	4 systems have been added (Monitoring and Evaluation System, Communication and Outreach System, Research and Documentation System, Fundraising and Resource Mobilization System)	0	4	0	1	1	1	1	Administrative and financial reports, brochures, videos, and various publications	Enumeration and calculation	End of each year
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Risks Management and Mitigation Plan

Risk	Category	Risk Type	Risk Measurement			Result	Affected population	Risk Mitigation Plan		
			Impact	Frequency	Strength			Scenario 1	Scenario 2	Scenario 3
Risk Description	External /internal	Social, financial, technical, professional, administrative, political								
The risk of repeated incursions into areas is external and political.	External	Political .	3	3	3	0.6	Staff and beneficiaries	If a specialist cannot access the service, it will be handled by community psychosocial groups.	Utilizing electronic tools	Temporarily changing location
Political oppression of the organization	External	Political .	4	2	4	0.7	The institution, staff, and services	Maintaining the discourse	Guidelines, instructions, and monitoring of social media	Liaison and communication committee
Changing funding priorities	External	Financial	3	2	3	0.5	The institution, staff, and services	Diversifying funding sources	Increased funding efforts	Local funding
Physical harm - safety in the field	External	Technical	4	2	4	0.7	Staff and beneficiaries	Providing work injury insurance for facilitators and community psychosocial support groups	Information automation/coding	Ensuring the organization has insurance
Breach of the organization's information	External and internal	Technical and Professional	5	2	5	0.8	The institution, staff, and beneficiaries	Keeping information with at least two people	Formation of an administrative committee to link management with the board	Using passwords
Absence of a board of directors	Internal	Administrative	5	5	5	1.0	Staff and management	Activating the board of directors	Sustaining funded projects	
Sustainability of community-based psychosocial support groups	Internal	Technical, professional, and financial	4	3	3	0.7	The institution, staff, and beneficiaries	Establishing a mechanism for investing in them	Partnerships with institutions	

Lack of field offices	Internal	Administrative	4	3	3	0.7	Staff and beneficiaries	Providing offices	Increased project funding	Temporarily changing location
Budget not meeting needs	Internal	Financial	4	3	3	0.7	Staff and beneficiaries	Allocating the budget equitably	Engaging community-based psychosocial support groups	Liaison and communication committee
Staff size - insufficient coverage of areas	Internal	Administrative	3	3	3	0.6	The institution, staff, and beneficiaries	Increasing staff numbers	Utilizing electronic tools	
Lack of Privacy	Internal	Administrative	4	3	3	0.7	Staff and beneficiaries			