



نفس للتمكين

للاستشارات النفسية والاجتماعية

Nafs For empowerment
Psychological and Social Counseling

Nafs for Empowerment – For psychological and social counseling

2025-2029

Strategic plan

2025-2029

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Nafs for Empowerment Organization

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Introduction

Nafs for Empowerment (for Psychological and Social Counseling) believes in the importance of strategic planning as a fundamental process that contributes to formulating a clear vision and defined future goals. This enhances the organization's performance, develops its institutional structure, and strengthens the efficiency of its staff in carrying out their tasks effectively. The organization strives to improve its internal work environment and to foster collaboration with both local and international stakeholders while maintaining its strong relationship with its target groups. It also affirms its commitment to expanding the scope of its services to maximize its impact in promoting mental health and social stability.

In 2024, the Board of Directors of Nafs for Empowerment decided to launch a strategic planning process for the years 2025–2028, with the aim of establishing a comprehensive framework that enables the organization to deliver psychological and social support services in a coherent and consistent manner. To achieve this goal, a specialized committee was formed that includes board members, members of the general assembly in the West Bank, department supervisors, qualified staff, and team members from the Gaza Strip. The committee held regular meetings and consultations with government agencies and experts in psychological and social support and enlisted the help of a company specialized in strategic coordination and planning, in addition to an expert in strategic plan development. At the conclusion of this process, the Board of Directors approved the strategic plan as a reference document that reflects the organization's future vision and mission and supports the achievement of its goals effectively.

Nafs for Empowerment: Who We Are

Nafs for Empowerment was established in Ramallah in 2010 and is registered with the Ministry of Interior under the number (RA-22692-C). The organization was founded in response to the urgent need for



psychological and social support, given the ongoing aggression and its devastating impact on the mental and physical health of the Palestinian people.

The organization focuses its efforts on providing specialized programs to detect psychological stress experienced by men, women, and children, and offers appropriate treatment to alleviate these pressures and help individuals gradually restore their lives. It works to promote psychological resilience and develop counseling mechanisms and community activities that contribute to restoring balance and adaptability, while empowering individuals and communities to become sources of creativity and positive engagement.

The organization places particular emphasis on youth, believing in their pivotal role in community building, and has worked to provide them with opportunities to prove themselves and enhance their capacities.

Thanks to its continuous efforts, Nafs for Empowerment has become a leading entity in the field of psychological and community support in Palestine. It has expanded its impact to include local, regional, and international institutions and has built a wide network of supporters, advocates, and volunteers across Palestinian cities, villages, and refugee camps.

Finally, the organization expresses its deep gratitude to the authorities who recognized its important role in addressing the growing challenges facing Palestinian society at all levels and who supported its continued humanitarian mission.

Vision

Toward a psychologically and socially empowered Palestinian society capable of facing present and future challenges.



Mission

The organization seeks to provide comprehensive psychological care services through mental health support programs, with a focus on supporting the most vulnerable groups, including children and families affected by crises, to help them adapt to their circumstances and participate actively in their communities.

Core

Values

The organization seeks to uphold the following values:

- Social responsibility
- Respect and empathy
- Confidentiality and privacy
- Justice and equality
- Integrity and transparency
- Empowerment

Organizational

Goals

Nafs for Empowerment aims to achieve a set of humanitarian and community goals, including:

1. Enhancing the quality of psychological and social support services:



- Strengthen the organization's role in delivering psychological and social support services in line with recognized quality standards.
- Develop a comprehensive practical guide outlining the best methods and approaches for delivering these services.
- Provide high-quality services to youth, focusing on life skills development and improving mental health.
- Conduct ongoing training courses to enhance the skills of staff working in psychosocial programs.
- Develop emergency plans to ensure the continuity of psychosocial support during crises without compromising service quality.

2. Building sustainable strategic partnerships:

- Foster collaboration with local and international mental health organizations to implement joint programs and projects.
- Organize conferences and professional meetings to exchange experiences and build partners' capacities.



- Empower youth to lead community initiatives that strengthen Palestinian identity.

3. Promoting awareness and culture around mental health:

- Establish innovative online platforms to provide psychological consultations and enhance outreach to target groups.
- Launch awareness campaigns and educational seminars in community centers to highlight the importance of mental health.
- Expand the reach of the organization's programs to ensure access to as many community members as possible.

4. Improving administrative and professional performance:

- Create specialized units for creativity and innovation to promote continuous institutional development.
- Commit to transparency and integrity in all procedures to strengthen community and partner trust.

Association

Strategies

Nafs for Empowerment Association (for Psychological and Social Counseling) adopts a set of flexible and applicable strategies that take into account the diversity of target groups and the availability of resources.



These strategies aim to achieve institutional integration and enhance the association's impact within the Palestinian community by developing its services and expanding its scope of work, in order to achieve its developmental and social goals. Among these strategies are the following:

First: Growth Strategy and Its Alternatives

- *Horizontal Focus:* The association expanded from providing psychological and social support services in the West Bank to include the Gaza Strip in response to increasing needs.
- *Concentric Diversification:* In addition to psychosocial support services, the association seeks to activate the role of youth in the community through programs that promote volunteer work and encourage youth to contribute to changing the reality of Palestinian society.

Second: Portfolio Strategy (Sectors in which the Association Operates)

The association relies on analyzing work units based on sector growth rate and market share:

- *Psychological and Social Support (Stars):* This sector features a high growth rate due to increasing needs amid ongoing aggression, with a large market share confirming the necessity of providing sustainable services.

Third: Parenting Strategy (Management Coordination of Activities)

The association manages its diverse services to achieve integration between different units, ensuring their alignment with the association's general goals and achieving effective performance.



Fourth: Horizontal Strategy

The association works to enhance its positive competitive position in the field of psychological and social support by improving the efficiency of all its operating units and ensuring the provision of distinguished services.

Fifth: Business–Level Strategies

- *Differentiation Strategy:* Providing high–quality services that meet beneficiaries’ needs and ensure their satisfaction.
- *Focus Strategy:* Offering specialized services to the most vulnerable groups, such as children and women affected psychologically and socially, in addition to youth.
- *Strategic Alliance:* Building effective partnerships with local and international institutions to maximize social impact.

Sixth: Functional–Level Strategies

- *Human Resources Strategy:* Selecting the best qualified staff and providing them with periodic training to ensure improved performance.
- *Marketing Strategy:* Promoting the association’s programs to increase community awareness and highlight their importance, while enhancing the association’s wide recognition.



- *Research and Development Strategy:* Focusing on continuous research to develop services and better meet community needs.
- *Information Systems Strategy:* Investing in technology to provide professional psychological consultations and facilitate communication with beneficiaries in modern and effective ways.

Nafs for Empowerment Association Programs for Mental Health

Nafs for Empowerment Association seeks to provide an integrated set of programs that promote mental health and meet the needs of the Palestinian community through innovative scientific methods:

- **Psychological and Social Support Programs:** These programs focus on preventing psychological trauma and post-traumatic stress disorders, especially for groups in remote areas. Activities are implemented at the association's headquarters or in the field, with the possibility of referring critical cases to specialized institutions. Activities include:
 - Individual and group counseling sessions.
 - Therapy through drawing, clay modeling, and music.
 - Physical activities and expressive therapy (psychodrama).



- **Training Programs:** Aim to improve the skills of new psychological counselors in applying the latest psychosocial support methods, contributing to improving the quality of services provided.
- **Community Awareness Programs:** Enhance awareness of mental health issues, human rights, and social issues through:
 - Seminars, workshops, and community events.
 - Using digital media and real stories to promote positive change and sustainable behavior.
- **Advocacy and Pressure Programs:** Focus on empowering youth to play an active role in influencing decision-makers through:
 - Trainings aimed at increasing their participation in national dialogues.
 - Organizing in-person and virtual meetings in coordination with specialized institutions, including youth from Gaza Strip.
- **Life Skills Programs:** Aim to develop personal and social skills to improve adaptation to daily challenges, including:
 - Building self-confidence, problem-solving, and decision-making.



- Developing emotional intelligence, stress management, and self-empowerment.

Target Groups of the Association's Services

Nafs for Empowerment Association seeks to provide mental health and social care services to as many individuals in the Palestinian community as possible. The association recognizes that the Palestinian people are experiencing exceptional circumstances that distinguish them from others, requiring the provision of additional services that reinforce their Palestinian identity, affirm their rights to the land, and their defense of it. These programs are implemented with high precision and a flexible work mechanism suitable for all target groups, meeting their needs according to available resources. These groups include:

1. Children, adolescents, and youth affected by difficult circumstances and exposed to various psychological traumas (loss, destruction, displacement, abuse, emotional wounds).
2. University students and graduates of humanities fields, especially to empower them professionally and enhance their social roles.
3. Women in general, particularly those exposed to gender-based violence.
4. People with disabilities and the elderly.
5. Psychological and social service providers.
6. Educators in educational, pedagogical, and community institutions.



Strategic Goal	General Objective	Specific Objective	Procedures	Activities	Implementation Steps	Implementation Period	Responsible for Implementation	Outputs	Notes
Activate the role of the association in providing psychosocial support services according to quality standards	Improve the quality of psychological and social services	Prepare a practical manual and develop staff competencies	Prepare and design a practical manual according to quality standards	- Hold brainstorming sessions with experts. - Draft the initial manual. - Print and distribute the manual	- Form a specialized team. - Select experts for review. - Prepare a pilot manual and apply it in the field before approval. - Review results and distribute the final manual	2025-2026	Nafs for Empowerment in partnership with local and international experts (Juthoor, Anira Palestinian Development Foundation, Save the Children, Frontline, Americares IRC)	Reliable practical manual for psychological and social services	The manual should be updated periodically to keep up with developments



Provide quality services for youth to develop their life skills	Identify youth needs	- Hold awareness sessions and workshops. - Follow up and analyze results	- Design questionnaires to measure needs. - Cooperate with youth institutions. - Periodically evaluate and review programs according to feedback	- Hold awareness sessions and workshops. - Follow up and analyze results		Nafs for Empowerment in cooperation with training institutions (Juthoor, Anira Palestinian Development Foundation, Save the Children, Frontline, Americares IRC)	Trained youth capable of facing life challenges	It is essential to involve youth in program design to ensure alignment with their needs	
Raise the efficiency of workers in psychosocial support programs	Organize training courses for psychological and social specialists	Assess staff needs. - Design tailored training programs. - Implement courses and provide participation certificates	Conduct interviews with staff to identify needs. - Select specialized trainers. - Prepare modern training curricula. - Evaluate participants' performance after training						



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Build sustainable strategic partnerships with local and international institutions	Enhance cooperation with international and local partners	Implement joint projects and programs	Sign cooperation agreement with specialized entities	- Identify relevant institutions. - Sign partnership agreements. - Implement joint projects. - Analyze potential partner institutions. - Prepare joint project plans. - Organize regular meetings to evaluate and develop partnerships	2025-2029	Nafs for Empowerment in partnership with local and international organizations (Juthoor, Anira Palestinian Development Foundation, Save the Children, Frontline, Americares IRC)	Psychological and social projects and programs with tangible impact	Follow up on project implementation and evaluate to ensure goals are achieved	
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Raise awareness and culture about mental health among community members	Increase community awareness of mental health	Launch awareness campaigns and educational seminars	Organize awareness campaigns and community activities	- Design awareness materials. - Implement campaigns and seminars in community centers. - Follow up on the impact of campaigns on the community. - Produce visual and written awareness content. - Cooperate with local media. - Analyze campaign results and measure their impact on the target audience	2025-2029	Nafs for Empowerment in cooperation with local and community media (Juthoor, Anira Palestinian Development Foundation, Save the Children, Frontline, Americares IRC)	Increased individual awareness of mental health and improved behaviors	Utilize social media to reach a larger segment of the community	
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Strategic Plan for the year (2025–2029)

success Indicators

Strategic Goals	Performance Indicators	Percentage of Indicator Achievement
Goal One		
Activate the association's role in providing psychosocial support services according to quality standards	Increase knowledge, development, and skill acquisition	64%
	Staff satisfaction rate with manuals	50%
	Economic return from activities	65%
		70%



	Number of training plans implemented	
	Degree of staff adherence to emergency plans	55%
	Percentage of youth participation in life skills activities	70%
	Individual satisfaction with services	70%
	Increase efficiency of field workers	65%
Goal Two		
Build sustainable strategic partnerships with local and international institutions	Number of agreements signed annually	80%
	Number of new partners after meetings	55%
	Number of programs implemented	75%
	Number of meetings with partners	50%



	Number of youth initiatives	55%
	Level of community participation and interaction	60%
Goal Three		
Raise awareness and culture about mental health among community members	Number of annual awareness campaigns	70%
	Percentage of electronic platform usage	65%
	Number of consultations provided	55%
	Percentage of improvement in individuals' mental health	85%



	Increase in general awareness about mental health	75%
	Percentage of reach to targeted communities	60%
Goal Four		
Achieve wide-ranging impact through improved administrative performance	Number of innovative projects implemented	70%
	Partner satisfaction rate with transparency	55%
	Improvement in institutional performance after creative ideas	65%
	Degree of commitment to transparency and integrity	80%



	Providing a work environment that supports trust	65%
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Methods for Evaluating Work in the Association

1. Evaluation and Documentation Tools:

- **Digital Data Analysis:** Use data analysis tools (such as Excel or Power BI) to accurately monitor the performance of programs and services.
- **Service Impact Report:** Document the changes that the services have brought about in the lives of beneficiaries at the individual and community levels.

2. Evaluation Mechanisms:

- **Periodic Plan Review:** Hold monthly or quarterly meetings to review plan implementation and update them as needed.



- **Feedback from Field Team:** Collect the opinions of field staff regarding challenges and opportunities to improve services.
- **Comparison with International Standards:** Measure performance against global best practices in psychosocial support.

3. Decision Support Tools:

- **Targeting Maps:** Prepare maps showing the distribution of target groups and the extent of their reach.
- **Early Warning System:** Develop a system to report operational and financial issues as soon as they occur.

4. Quality Assurance Mechanisms:

- **Operational Efficiency Assessment:** Review the resources used and their efficiency in achieving objectives.
- **Independent Reviews:** Engage a neutral external evaluation body to assess plan implementation and verify results.

5. Documentation of Achievements:



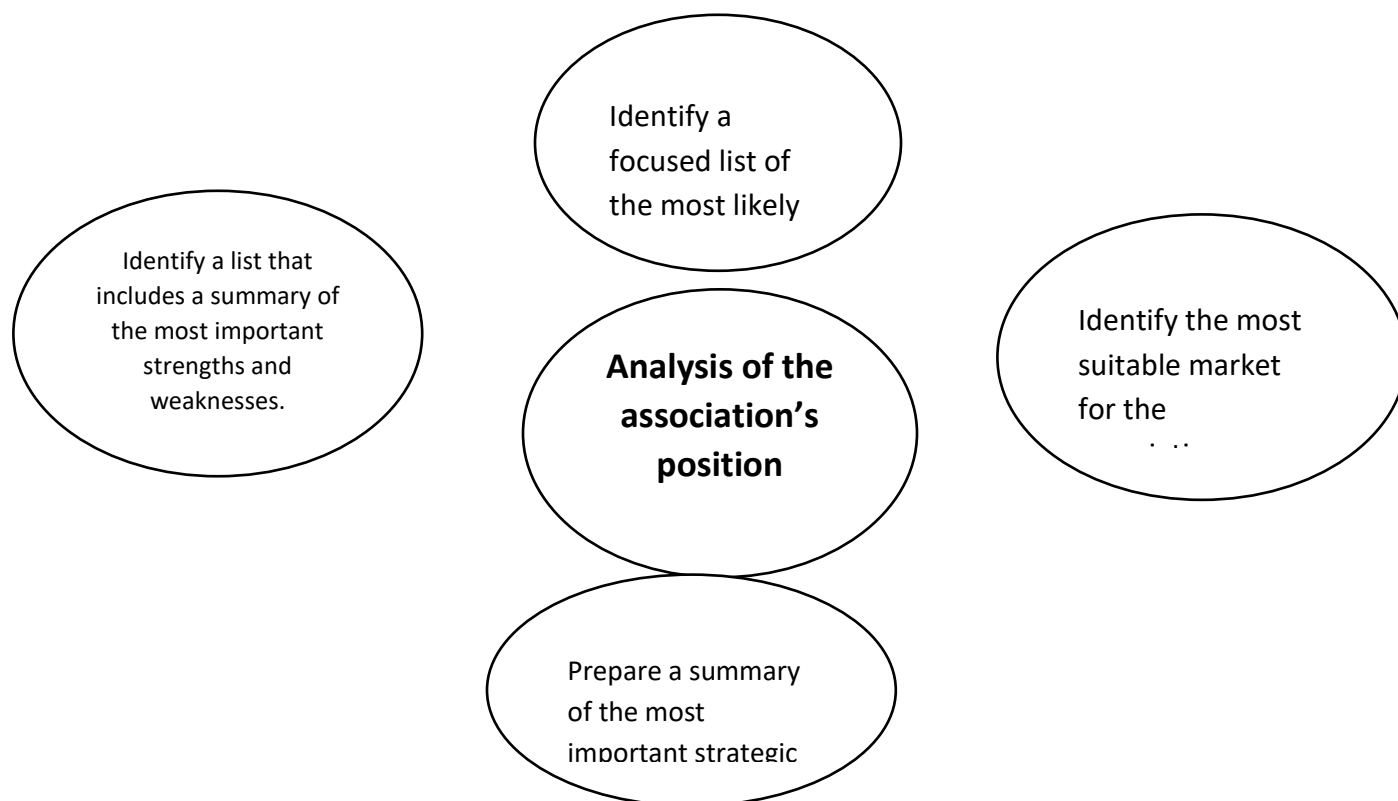
- **Success Stories:** Document inspiring stories from the field highlighting project successes.
 - **Digital Archiving:** Create an electronic archive to document all activities, reports, and promotional materials.
6. **Enhancing Transparency and Accountability:**
- **Performance Reports for Partners:** Provide detailed reports to donors on resource use and project outcomes.
 - **Beneficiaries' Forum:** Organize periodic dialogue sessions with beneficiaries to gather their opinions and feedback.
7. **Improving Surveys and Interviews:**
- **Development of Measurement Tools:** Design standardized questionnaires that accurately measure psychological and social aspects.
 - **Use of Technology:** Implement electronic surveys to improve efficiency and ease of analysis.
8. **Investment in Technology:**
- **Case Management System:** Use specialized software to effectively manage confidential case files.



- **Electronic Evaluation Platform:** Create a digital system that enables tracking of plan progress and easy updates.

Situation Analysis:

Based on the vision, mission, objectives, and the association's SWOT analysis, a situational analysis will be conducted.





Internal and External Strategic Determinants for Achieving Excellence and Expansion

First: Internal Environment

- Successful management and highly qualified staff
- Providing high-quality services
- Beneficiaries' satisfaction with the services provided

Second: External Environment

- Building strong relationships with project funders
- Utilizing technology to reach the largest number of beneficiaries
- Ability to continuously develop based on the surrounding environment's needs

Third: Most Suitable Market

- Humanitarian institutions concerned with psychosocial support for marginalized groups
- Areas of conflicts and crises

Techniques Derived from Situation Analysis

First: Strength–Opportunity Technique (Investing the Opportunity):

- Invest in professional services to enhance cooperation with local and international institutions, thus increasing the association's effectiveness.
- Utilize the association's reputation and community trust to raise awareness about the importance of mental health.



- Use modern technology to provide remote psychological consultations, contributing to offering psychosocial support to the largest number of beneficiaries.

Second: Strength–Threat Technique (Avoiding the Threat):

- Activate emergency plans to ensure the continuity of psychosocial services during political conflicts and crises.
- Organize awareness seminars aimed at reducing social challenges that may affect community mental health.

Third: Weakness–Opportunity Technique (Turning Weakness into Strength):

- Invest in modern technology to overcome access limitations to vulnerable groups, enabling more comprehensive and effective psychosocial support.

Fourth: Weakness–Threat Technique (Reducing Risks):

- Diversify funding sources to ensure the sustainability of ongoing services for individuals and reduce the impact of financial crises.
- Design programs that consider conservative social culture, ensuring positive interaction and adaptation to diverse community needs.

Strengths	Weaknesses
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Distinguished reputation and high trust from community members and supporting institutions.	Challenges in providing services to all vulnerable groups due to difficulty reaching them.
Effective management and an integrated team possessing the necessary skills to achieve goals.	Lack of essential equipment and resources needed to provide psychosocial support services effectively.
Existence of precise standards and performance indicators ensuring quality assurance of provided services.	Weak financial sustainability due to heavy reliance on external funding.
Advanced professional experience in providing psychosocial support services.	Low awareness among individuals about the importance of psychosocial support programs, affecting their effective participation.
Effective communication and strong cooperative relationships with relevant international and community institutions.	
Geographically distributed branch offices in the West Bank and Gaza Strip to expand service coverage.	

Opportunities	Threats
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Enhance cooperation with international institutions to implement programs aimed at promoting psychological well-being.	Increasing need for psychosocial support services due to worsening crises.
Growing community awareness of individual rights and benefits of psychosocial support programs in improving quality of life.	Negative impacts of political conflicts on the performance of local associations and institutions.
Utilize technological advancements to enable more individuals to access psychosocial support services and increase their interest in mental health.	Legislation and restrictions imposing challenges on the work of local institutions.
	Social challenges related to stigma associated with receiving psychological support from specialists.
	Economic challenges that may lead to a shortage of external funding.
	Conservative social culture that limits participation in mixed-gender activities.