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| Strategic Plan (2024-2030) | | | | |
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|  | | "The only disability in life is a bad attitude." | Scott Hamilton | |

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| Introduction |

Mousawat Organization is an independent non-governmental organization registered with the Lebanese authorities (registration number: 1690\2008). Building on its long expertise with people with disabilities, Mousawat provides various types of relief and development programs and integration services to people with disabilities, care givers and marginalized communities covering educational, social, health and rehabilitation needs.

Mousawat is a rights-based organization that aims to promote equality and equitable opportunity. Mousawat runs programs that promote empowerment and employment, rights-based development, and social and health care services that aim to improve accessibility, mobility, inclusion and participation.

Although Mousawat has been registered in 2008 as a rights-based civil society organization, its work is rooted in the local community for more than 31 years. Mousawat has been established as a result of the localization process that Norwegian People’s Aid (NPA) had initiated in a plan to become non-operational and work through local partners. The disability program that NPA has successfully run since 1983 has delivered extensive services and made a huge impact, to preserve this history, Mousawat still responds to several fundamental and unattended-for needs within the local community especially to those of persons with disabilities. As these needs continue to be a priority, the former NPA program has been transferred to Mousawat, a local, independent, non-governmental organization that aims to address the needs and issues of the local community while still cooperating closely with NPA and other concerned stakeholders.

After 16 years of this transition, Mousawat has developed its own identity and niche, this new strategic plan is the third of a chain of strategic plans that led the work of the organization through all these years. It comes as a result of an extensive process of evaluation and re-designing held by the administrative and executive boards besides other key staff and partners.

Mousawat works primarily with the following target groups:

* Palestinian and Lebanese persons with disabilities of all ages – focusing on the poorest and the underprivileged,
* Other marginalized and excluded groups, and refugees that don’t have the capacity or means to access their rights,
* Various NGOs, groups and service providers working closely with persons with disabilities, refugees and on rights issues

Mousawat has been working and advocating for the ratification and implementation of the UNCRPD (Convention on the Rights of Persons with Disabilities) in Lebanon. The organization follows the ‘social model of disability’ methodology and work systemically to identify and address barriers, negative attitudes and exclusion factors that contribute to people with disabilities.

Moreover, Mousawat has been working to contribute to filling these gaps in the services for people with disabilities, by serving them without any discrimination. As such Mousawat is still taking the challenge to advocate for the implementation of the CRPD in Lebanon, after being ratified in 2023, as well as continue to advocate for the rights of the Palestinian people at the local, regional and international arenas. Moreover, Mousawat also plans to follow the lead in the ‘social model of disability’ and work systemically to identify and address barriers, negative attitudes and exclusion factors that contribute to disabling people.

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| Executive Summary |

* This 2024-2030 strategic plan for Mousawat organization aims to address the significant challenges faced by people with disabilities through a multifaceted approach. The methodology includes a comprehensive needs assessment to understand the current situation, followed by the development of clear goals and objectives aligned with the organization’s mission. The plan encompasses the identification of target beneficiaries, development of tailored programs and services, budgeting, partnership building, and creating a robust monitoring and evaluation framework.
* **Current Situation:** With 10.8% of the Lebanese population having disabilities, the country faces severe challenges such as inadequate infrastructure, discrimination, limited access to education and employment, and insufficient healthcare and assistive devices. The organization will focus on enhancing access to education, employment, healthcare, and social inclusion, addressing these critical gaps.
* **Programs and Services:** Mousawat’s programs will include educational support, vocational training, healthcare services, social inclusion initiatives, and assistive technology programs. Key programs include a comprehensive rehabilitation program, community-based rehabilitation (CBR), and inclusion programs designed to promote full societal participation and accessibility.
* **Emergency Preparedness:** The plan includes developing personalized emergency plans, accessible communication methods, evacuation strategies, and essential emergency supplies. Support networks and coordination with local authorities will be critical, alongside advocacy for inclusive policies and ongoing program evaluation.
* **Governance and Sustainability:** This includes establishing a governance structure, developing a long-term financial plan, and building partnerships which are essential for sustainability. A communication strategy will be implemented to raise awareness and engage with the community and potential donors.
* By addressing these areas, Mousawat aims to create a more inclusive and equitable society for people with disabilities in Lebanon, improving their quality of life and ensuring their rights and dignity are upheld.
* To enhance Mousawat's impact and sustainability, the strategic plan focuses on building strategic partnerships, implementing a robust Monitoring and Evaluation (M&E) plan, and developing a comprehensive sustainability plan. Key elements include diversifying funding sources, engaging effectively with donors, involving the community, and ensuring transparent communication. Establishing clear performance indicators and risk management strategies is crucial, along with maintaining transparency and accountability through regular reporting and stakeholder engagement. Validating the strategic plan through stakeholder feedback and feasibility studies, and creating a detailed action plan for implementation, will ensure that Mousawat can achieve its mission efficiently and sustainably.

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| Methodology |

Developing this strategic plan required a deep understanding of the current situation and challenges faced by people with disabilities in the country. The key steps involved were:

* **Assessing the current situation**: Conducting a needs assessment to evaluate the circumstances for people with disabilities in Lebanon. This included an analysis of the social, economic, and political factors affecting the delivery of disability services.
* **Setting goals and objectives**: Based on the needs assessment, establishing clear and measurable goals and objectives that the organization aims to achieve in the coming years. These goals are aligned with the organization’s mission and vision.
* **Identifying target beneficiaries**: Defining the target beneficiaries, including the types of disabilities the organization will address, the age groups it will serve, and the geographic regions in which it will operate.
* **Developing and sustaining programs and services**: Creating programs and services in line with the organization’s goals, including vocational training, rehabilitation services, community outreach, and advocacy campaigns for the target beneficiaries.
* **Developing a budget**: Designing a budget based on the programs and services, outlining the financial resources required to achieve the organization's objectives.
* **Building partnerships**: Establishing partnerships with other disability service organizations, government agencies, and non-governmental organizations to support the organization's mission.
* **Developing a monitoring and evaluation plan**: Crafting a plan to monitor and evaluate the effectiveness of the organization's programs and services, ensuring that goals are met and a positive impact is made on the lives of people with disabilities in Lebanon.
* **Establishing sustainability**: Ensuring the long-term sustainability of the organization by developing a financial plan, forming partnerships, and building a strong volunteer network.
* **Developing a communication strategy**: Creating a communication plan to raise awareness about the organization and its services among the public and potential donors.
* **Establishing a governance structure**: Setting up a governance framework that defines the roles and responsibilities of the board of directors, staff, and volunteers.

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| situation of people with disabilities in lebanon |

People with disabilities in Lebanon face significant challenges in various aspects of daily life due to social, economic, and political barriers. These include:

* **Prevalence of Disability**: The World Health Organization (WHO) estimates that 10.8% of Lebanon's population has a disability, which is higher than the global average of 10%. A 2019 survey by the Lebanese Association for Self-Advocacy (LASA) found there are approximately 323,000 people with disabilities, representing 7.5% of the population.
* **Limited Access to Education**: Children with disabilities face major obstacles in accessing education. A 2018 Human Rights Watch report found that only 10% of these children are enrolled in schools. The 2019 LASA survey revealed that 38% of people with disabilities have never attended school, 45% have completed primary education, and only 6% have attained a university degree.
* **Employment Barriers**: The majority of people with disabilities are unemployed. The Lebanese Ministry of Social Affairs reports that only 15% of working-age people with disabilities are active in the labor force. The International Labour Organization (ILO) study from 2014 showed that only 14% are employed in the formal sector.
* **Healthcare Access**: People with disabilities face difficulties in accessing healthcare, particularly specialized care, as reported by the Ministry of Social Affairs. A 2017 study by the Lebanese Physiotherapy Association found that many people with disabilities require assistive devices, such as wheelchairs and hearing aids, but are often unable to access them due to financial constraints.
* **Assistive Devices**: Many individuals with disabilities need assistive devices, but financial limitations prevent them from accessing essential tools like wheelchairs, hearing aids, and other mobility aids.
* **Inadequate Infrastructure**: Accessibility in Lebanon remains limited. A 2010 study by Handicap International revealed that only 5% of public buildings are accessible to people with disabilities, further complicating their daily lives.
* **Social Stigma and Discrimination**: People with disabilities often face discrimination in education, employment, and social participation. The 2019 LASA survey found that 41% reported experiencing discrimination in various aspects of their lives. Additionally, social stigma leads many families to keep their children with disabilities hidden at home, limiting social inclusion.
* **Abuse**: According to the 2019 LASA survey, 67% of people with disabilities have experienced physical or mental abuse, with women being particularly vulnerable.
* **Government Assistance**: The Lebanese government provides financial support to people with disabilities through the National Social Security Fund (NSSF). As of 2019, approximately 94,000 people with disabilities were receiving financial assistance from the NSSF.
* **Political Instability**: Ongoing political instability in Lebanon has severely impacted government support and services for people with disabilities, further exacerbating their difficulties in accessing essential services and support systems.

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| Vision |

Mousawat aims for a society where equality among various groups is achieved regardless of ideology, gender, religion, health status, economic status, and legal status and for people to deal with each other on the basis of fairness with the preservation of their dignity and rights.

Mousawat strives to be a leading development organization in the region; able to react and respond to personal and communal needs on the basis of diversity and partnership.

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| Mission |

Mousawat is an independent non-governmental organization registered with the Lebanese authorities (Registration number: 1690). Building on its long expertise with disabled people, Mousawat provides various types of relief and development programs and integration services to disabled people and marginalized communities covering educational, social and health needs.

Mousawat is a rights-based organization that aims to promote equality and equitable opportunity mainly for persons with disabilities and refugees in Lebanon. Mousawat runs programs that promote empowerment and employment, rights-based development, and social and health care services that aim to improve accessibility, mobility, inclusion and participation

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| Values and ethics |

Values and ethics are critical for Mousawat, these include:

* **Respect for human rights and dignity**: Mousawat staff and programs should respect the human rights and dignity of all people with disabilities and ensure that its programs and services promote inclusion, equality, and non-discrimination.
* **Transparency and accountability**: Mousawat bodies should be transparent about its activities, outcomes, and financial management. It should be accountable to its stakeholders, including clients, donors, and partners.
* **Empathy and compassion**: Mousawat should be empathetic and compassionate towards people with disabilities and older people, recognizing their unique needs and challenges, and working to address them.
* **Professionalism and competence**: The organization should be professional in all aspects of its work, including the recruitment and training of staff, the provision of services, and the management of resources.
* **Collaboration and partnership**: The organization should collaborate and partner with other organizations, stakeholders, and the community to maximize its impact and achieve its goals.
* **Integrity and honesty**: The organization should maintain high standards of integrity and honesty in all its activities and interactions, ensuring that it operates in an ethical and responsible manner.

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| Goals and objectives |

**For the duration of this strategy from 2024 to 2030, the organization should sustain the existing programs and develop new ones to meet the following goals and objectives.**

* **Goal 1: To increase access to education for children with disabilities in Lebanon**

• Objective 1.1: Develop partnerships with schools to create inclusive classrooms that accommodate the needs of children with disabilities.

• Objective 1.2: Provide specialized training to teachers to better support students with disabilities.

• Objective 1.3: Advocate for policies and laws that promote the right to education for children with disabilities.

* **Goal 2: To promote employment opportunities for people with disabilities in Lebanon**

• Objective 2.1: Provide vocational training and job placement services to people with disabilities.

• Objective 2.2: Engage with employers to promote inclusive hiring practices and raise awareness about the benefits of hiring people with disabilities.

• Objective 2.3: Advocate for policies and laws that promote the right to work for people with disabilities.

* **Goal 3: To increase access to healthcare for people with disabilities and older people in Lebanon**

• Objective 3.1: Provide support and services for people with disabilities to access healthcare, including specialized care.

• Objective 3.2: Engage with healthcare providers to promote better understanding of the needs of people with disabilities and provide training on disability-inclusive care.

• Objective 3.3: Advocate for policies and laws that promote the right to healthcare for people with disabilities.

* **Goal 4: To promote social inclusion for people with disabilities in Lebanon**

• Objective 4.1: Organize social and recreational activities that bring together people with and without disabilities.

• Objective 4.2: Provide training and resources to families and caregivers to support the social inclusion of people with disabilities.

• Objective 4.3: Advocate for policies and laws that promote the rights of people with disabilities to participate fully in society.

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| target groups |

The target groups for Mousawat are primarily be people with disabilities, older people and their families. However, other stakeholders such as educators, employers, healthcare providers, and policymakers are considered as target groups for specific services and activities. These groups include:

1. **People with disabilities and older people:**

• Children with disabilities

• Adults with disabilities

• Elderly people with disabilities

• People with physical disabilities, such as mobility impairments and visual or hearing impairments

• People with intellectual or developmental disabilities

• People with mental health conditions

2. **Families and caregivers of people with disabilities:**

• Parents of children with disabilities

• Spouses or partners of adults with disabilities

• Siblings of people with disabilities

• Caregivers or personal assistants of people with disabilities

3. **Educators and schools:**

• Teachers and school administrators

• Special education teachers and specialists

• Schools and universities that serve students with disabilities

4. **Employers and workplaces:**

• Business owners and managers

• Human resources professionals

• Employers who want to promote diversity and inclusion in the workplace

5. **Healthcare providers and facilities:**

• Hospitals and clinics

• Physicians and nurses

• Physical therapists and occupational therapists

• Mental health professionals

6. **Policymakers and advocates:**

• Government officials and policymakers at the national, regional, and local levels

• Disability rights organizations and advocacy groups

• Community leaders and activists.

# Main programd and services

Mousawat has been running a range of programs and services to meet the needs of people with disabilities and their families, these programs should be developed to include as much possible of the beneficiaries’ groups, and cover more areas. The programs should cover the following areas:

***A. Rehabilitation program for people with disabilities***

1. Initial Assessment and Evaluation

* Comprehensive Assessment: A thorough evaluation of physical, mental, and social needs.
* Goal Setting: Establishing short-term and long-term rehabilitation goals in collaboration with the individual.

2. Physical Rehabilitation

* Physiotherapy: Exercises and treatments to improve mobility, strength, and physical function.
* Occupational Therapy: Activities designed to help individuals perform daily living tasks independently.
* Speech and Language Therapy: Support for communication challenges, including speech, language, and swallowing therapy.

3. Medical Management

* Medication Management: Supervision and administration of medications necessary for the rehabilitation process.
* Pain Management: Techniques and interventions to manage and reduce pain.
* Nutritional Support: Diet planning to meet the specific nutritional needs of individuals during rehabilitation.

4. Psychological Support

* Counseling and Therapy: Mental health services to address emotional and psychological challenges.
* Behavioral Therapy: Support for modifying behaviors that hinder rehabilitation progress.

5. Assistive Devices and Technology

* Provision of Assistive Devices: Access to wheelchairs, prosthetics, hearing aids, and other necessary equipment.
* Training on Device Use: Education on how to effectively use and maintain assistive devices.

1. ***community based rehabilitation***

Community-based rehabilitation (CBR) is a comprehensive approach to rehabilitation that focuses on empowering people with disabilities and promoting their inclusion in their communities. CBR recognizes that rehabilitation is not just about medical treatment, but also involves addressing the social, economic, and environmental barriers that prevent people with disabilities from participating fully in society. Here are some key features of CBR:

* Holistic approach: CBR takes a holistic approach to rehabilitation, addressing not just the medical needs of people with disabilities, but also their social, economic, and environmental needs.
* Community-based: CBR is based on the principle that people with disabilities are best served by programs that are designed and implemented within their own communities. CBR programs are typically implemented through partnerships with local organizations, community members, and people with disabilities themselves.
* Empowerment: CBR aims to empower people with disabilities by promoting their participation in decision-making processes and by providing them with the knowledge and skills they need to advocate for their own rights and interests.
* Inclusion: CBR aims to promote the inclusion of people with disabilities in all aspects of society, including education, employment, healthcare, and social activities.
* Multisectoral collaboration: CBR involves collaboration among a range of sectors, including health, education, social services, and employment, to ensure that people with disabilities receive the support they need across all aspects of their lives.
* CBR activities include providing education and training on disability rights and inclusion, facilitating peer support groups and mentorship programs, providing assistive devices and equipment, and working with employers to promote disability-inclusive workplaces. The specific activities of a CBR program will depend on the needs of the community and the resources available.

1. ***inclusion program***
2. The inclusion program has been designed to promote the full participation and engagement of people with disabilities in all aspects of society. Inclusion programs can take many forms, depending on the needs of the community and the resources available. Here are the planned features of an inclusion program:
3. Accessibility: the inclusion program works to ensure that all physical and digital spaces are accessible to people with disabilities. This might involve installing ramps, lifts, or accessible technology, as well as ensuring that information and communication are available in accessible formats.
4. Education and awareness-raising: the inclusion program provides education and awareness-raising activities to promote disability inclusion and combat discrimination and stigma. This might include training for educators, employers, and service providers, as well as public awareness campaigns.
5. Support services: the inclusion program provides support services that enable people with disabilities to fully participate in society. This includes personal care services, assistive devices, transportation, and job coaching and support.
6. Collaboration and partnerships: the inclusion program fosters collaboration and partnerships among a range of stakeholders, including people with disabilities, disability organizations, employers, service providers, and policymakers.
7. Education programs:

• Inclusive education support for children with disabilities

• Parent training on how to support their child's education

• Training for educators on how to teach students with disabilities

• Educational advocacy and policy work

***D- Employment programs:***

• Vocational training and job placement services

• Employer education and outreach to promote disability inclusion in the workplace

• Job coaching and support services

• Micro-enterprise development and self-employment opportunities

***E. Legal and advocacy programs:***

* + Legal services and representation for disability-related issues
  + Advocacy and policy work on disability rights and inclusion
  + Training on disability-related laws and policies

These programs and services could be delivered through a variety of channels, including direct service provision, partnerships with other organizations and agencies, and advocacy and awareness-raising efforts.

***F. Emergency Preparedness Program***

The emergency preparedness program for people with disabilities includes:

* Personalized Emergency Plans
* Accessible Communication Methods
* Evacuation Strategies
* Training and Drills
* Emergency Kits with Essential Supplies
* Support Networks (e.g., Buddy Systems)
* Coordination with Local Authorities and Healthcare Providers
* Advocacy for Inclusive Policies
* Continuous Review and Improvement
* Post-Emergency Support

The program is also planned to coordinate with local authorities and healthcare providers to ensure access to medical services and advocate for inclusive policies. This program is continuously reviewed and improved to be adapted to the nature of the emergency, along with post-emergency support to ensure safety and resilience during emergencies.

10.Build partnerships

Building partnerships is a crucial element of the organization, as it allows leveraging the expertise and resources of various stakeholders in the community. The following steps have been taken to establish partnerships:

* **Identify potential partners**: Identify individuals and organizations in the community that share the organization’s mission and values and possess expertise or resources that can support Mousawat’s goals.
* **Reach out to potential partners**: Engage with potential partners by introducing the organization and its mission, clearly stating what the organization aims to achieve through the partnership, and being open to their perspectives and ideas.
* **Establish mutual goals and expectations**: Collaborate with potential partners to set mutual goals and expectations, clearly defining each partner’s roles and responsibilities, and creating a timeline for achieving these objectives.
* **Build trust and maintain communication**: Trust and communication are vital for a successful partnership. Regular updates on progress toward shared goals are provided, while maintaining responsiveness to partners' needs and addressing challenges collaboratively.
* **Evaluate the partnership**: Mousawat regularly evaluates the partnership to ensure goals are being met and the needs of all partners are addressed. Partner feedback is used to make any necessary adjustments to the partnership.

# Monitoring and evaluation plan

The organization should develop a monitoring and evaluation to ensure that the organization is achieving its goals and making progress towards its mission. The M&E plan should follow the following guidelines:

* Establish clear goals and objectives: The first step in developing a monitoring and evaluation plan is to establish clear goals and objectives for the organization. These goals and objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).
* Identify key performance indicators (KPIs)[[1]](#footnote-1): Once the goals and objectives have been established, identify the key performance indicators (KPIs) that will be used to measure progress towards these goals. KPIs might include the number of people served, the percentage of clients who achieve their goals, or the level of client satisfaction with the organization's services.
* Determine data collection methods[[2]](#footnote-2): Determine the methods that will be used to collect data on the identified KPIs. This might include surveys, interviews, focus groups, or data analysis.
* Develop a data management plan: Develop a plan for how data will be collected, stored, and analyzed. This should include protocols for ensuring data privacy and security, as well as methods for analyzing and reporting on the data.
* Develop an evaluation schedule: Establish a schedule for regular evaluation of the organization's progress towards its goals. This might include quarterly or annual evaluations, or more frequent evaluations for specific programs or services.
* Use data to inform decision-making: Use the data collected through monitoring and evaluation to inform decision-making within the organization. This might include making changes to programs or services based on client feedback or shifting resources towards programs that are having the greatest impact.

# Sustainability plan

Incorporating a sustainability plan into the strategic plan is crucial for ensuring that the organization can maintain its operations and fulfill its mission over the long term. Key components to include when developing a sustainability plan are:

1. **Diversify Funding Sources**: Relying on a single source of funding can expose the organization to risks if funding priorities shift or financial support decreases. To achieve long-term sustainability, the organization should seek multiple funding streams, such as grants, corporate sponsorships, individual donations, and government support.
2. **Build Partnerships and Collaborations**: Forming partnerships with other organizations can enhance the impact of the organization's work and open up new funding opportunities. Explore collaborations with other disability services organizations, community-based groups, or businesses that align with the organization’s mission.
3. **Enhance Capacity**: Investing in staff training and development, as well as establishing effective policies and procedures, is essential for strengthening the organization’s capacity and ensuring its longevity.
4. **Develop a Fundraising Plan[[3]](#footnote-3)**: A comprehensive fundraising plan is vital for securing the resources needed to achieve the organization's goals. This plan should include setting fundraising targets, identifying potential donors, and devising strategies for donor engagement and stewardship.
5. **Conduct Regular Assessments**: Periodically reviewing the organization’s operations and programs helps to pinpoint areas for improvement and ensures that the organization operates efficiently and effectively.

By integrating a sustainability plan into the strategic plan, the organization can ensure it has the necessary resources, partnerships, and capacity to continue delivering valuable services to the community over time.

# Donors relations

Donor relations are an important aspect of any non-profit organization. Building and maintaining positive relationships with donors is critical to securing funding, increasing donor engagement, and ensuring the long-term sustainability of the organization. Mousawat sgould adapt the following strategies for building strong donor relations:

* Cultivate personal connections: Personal connections with donors can help to establish trust and build strong relationships. Take the time to get to know donors and their interests and keep in touch with them regularly through personalized communications.
* Communicate impact: Donors want to know that their contributions are making a difference. Communicate the impact of the organization's programs and services through regular updates, success stories, and impact reports.
* Acknowledge donations: Donors want to feel appreciated and valued. Acknowledge donations promptly and personally and thank donors for their support in a meaningful way.
* Provide opportunities for engagement: Provide opportunities for donors to get involved with the organization beyond making donations. This might include volunteer opportunities, events, or advocacy campaigns.
* Maintain transparency: Donors want to feel confident that their contributions are being used effectively and efficiently. Maintain transparency by providing regular financial reports, being open and honest about the organization's challenges and successes and responding promptly to donor questions and concerns.
* Follow up regularly: Regular follow-up is critical to maintaining strong donor relationships. Keep donors informed about the organization's work, provide opportunities for feedback and input, and thank them regularly for their continued support.

# Community involvement

Community involvement is crucial for the success of Mousawat. This involvement might take several forms:

* Collaborate with local organizations: Mousawat should work with local organizations, such as schools, community centers, and health clinics, to identify people with disabilities who need support and to provide services to them.
* Involve family members: Family members play a vital role in the lives of people with disabilities and involving them in the organization's programs and services can be beneficial., Mousawat can offer training and support for families and involve them in decision-making processes.
* Engage volunteers: Volunteers can be a valuable resource for NGOs, and involving community members in volunteer work can help raise awareness about Mousawat's mission and increase community support.
* Conduct outreach and awareness campaigns: Mousawat should organize events, campaigns, and workshops to raise awareness about disability issues and to promote inclusion and acceptance. This can include events such as disability awareness walks, educational workshops, and community fairs.
* Empower people with disabilities: Mousawat should involve people with disabilities in decision-making processes and provide opportunities for them to take on leadership roles within the organization. This can help to build self-esteem and confidence, and to promote greater inclusion and empowerment within the community.

By involving the community in its programs and services, Mousawat can build strong partnerships and increase its impact on the lives of people with disabilities in Lebanon.

# Communication plan

Mousawat should create a communication system that guarantees the reach of the organization to all the communication plan should be:

* Accessible Communication Channels: Use multi-format communication (text, audio, video, braille) and assistive technologies.
* Clear and Simple Messaging: Use plain language and consistent terminology.
* Inclusive Content Creation: Ensure diverse representation and involve people with disabilities in content creation.
* Engagement and Feedback: Utilize interactive platforms, surveys, and focus groups to gather input.
* Training and Capacity Building: Train staff and educate the community on inclusive communication.
* Crisis Communication: Develop accessible emergency alerts and crisis response plans.
* Partnerships and Collaboration: Collaborate with specialists, government agencies, and media for accessible communication.
* Monitoring and Evaluation: Regularly assess and adjust the strategy based on feedback and analytics.

# Transparency and accountability measures

For Mousawat, maintaining transparency and accountability is essential for upholding the trust and confidence of stakeholders, including donors, program beneficiaries, and the community. To achieve this, the organization should adopt the following measures:

* **Regular Reporting**: Provide stakeholders with consistent updates on Mousawat’s activities, including program achievements, challenges, and financial performance. Reports should be issued on a quarterly, bi-annual, or annual basis.
* **Financial Transparency**: Share detailed financial and audit reports with donors and stakeholders to demonstrate how donations and program funds are utilized.
* **Code of Ethics**: Develop and enforce a code of ethics that outlines Mousawat’s values and ethical standards, and includes procedures for reporting misconduct or unethical behavior.
* **Independent Audit**: Engage an independent auditor to review Mousawat’s financial statements, ensuring compliance with accounting standards and identifying any potential concerns.
* **Stakeholder Engagement**: Regularly interact with stakeholders to gather their feedback and suggestions, and use this input to enhance programs and operations.
* **Whistleblower Policy**: Implement a whistleblower policy that encourages employees to report any concerns regarding misconduct or unethical behavior while protecting them from retaliation.
* **Board Oversight**: Ensure active involvement of the board of directors in overseeing Mousawat’s activities, holding management accountable for performance and ethical conduct.

# Risk management

For Mousawat, risk management involves identifying, assessing, and addressing potential risks that could affect the organization’s ability to meet its goals and objectives. The key steps in this process include:

* **Identify Risks**: Begin by pinpointing potential risks that could impact Mousawat, such as operational, financial, programmatic, and external risks like regulatory changes or economic fluctuations.
* **Assess Risks**: Evaluate the identified risks to determine their likelihood and potential impact. This assessment helps prioritize which risks need immediate attention and resources.
* **Develop a Risk Management Plan**: Create a comprehensive risk management plan based on the risk assessment. This plan should outline strategies to mitigate or manage each risk, such as implementing new policies, obtaining insurance, or developing contingency plans.
* **Implement the Plan**: Put the risk management plan into action and monitor its effectiveness to ensure that the identified risks are being managed effectively.
* **Review and Update**: Regularly review and update the risk management plan to keep it aligned with Mousawat’s evolving needs and the changing risk landscape.

Here are some the identified current risks:

| **Risk** | **Likelihood** | **Impact** | **Mitigation Strategies** |
| --- | --- | --- | --- |
| Decrease in funding from a major donor | Moderate | High | Develop relationships with multiple funding sources, diversify fundraising strategies, create a contingency plan for funding shortfalls |
| Changes in government regulations related to disability services | Low | High | Monitor changes in regulations, advocate for the rights of people with disabilities, develop relationships with government officials, maintain compliance with regulations |
| Staff turnover or succession planning | High | Moderate | Develop a comprehensive human resources strategy, invest in staff development and training, create a succession plan for key positions, maintain good employee relations |
| Changes in the political or economic environment | High | High | Monitor changes in the political and economic environment, develop contingency plans for economic downturns, diversify funding sources, maintain strong relationships with stakeholders |
| Security risks to staff and beneficiaries | High | High | Develop a security plan, train staff on security procedures, maintain communication with local authorities, relocate or suspend services if necessary |
| Destruction of infrastructure or facilities | High | High | Develop contingency plans for facility damage or destruction, invest in facility upgrades to minimize damage risk, maintain a detailed inventory of equipment and supplies |
| Disruption of supply chains or transportation | Moderate | Moderate | Diversify supply chains and transportation options, maintain relationships with multiple suppliers, maintain an emergency supply of critical items |
| Displacement of staff or beneficiaries | High | High | Develop a contingency plan for staff and beneficiary relocation, maintain communication with local authorities and humanitarian organizations, monitor the situation and adjust plans as necessary |

# Public relations plan[[4]](#footnote-4)

For Mousawat, a comprehensive public relations plan is essential for effectively communicating its message and fostering relationships with key stakeholders. The plan should be flexible, allowing adjustments to tactics and messages as needed to meet organizational goals. The key components of the plan are:

* **Goals and Objectives**: Begin by defining the goals and objectives of the public relations plan. This might include raising awareness of Mousawat and its services, strengthening relationships with stakeholders, or supporting fundraising efforts.
* **Target Audience**: Identify the target audience for the plan. This could include individuals with disabilities and their families, potential donors, government officials, and other relevant stakeholders.
* **Key Messages**: Develop key messages that you want to convey to your target audience. These messages should reflect Mousawat’s mission, values, and the services it offers.
* **Tactics**: Outline the specific tactics to be used for reaching your target audience and delivering key messages. These may include media outreach, social media campaigns, public events, and other strategic activities.
* **Timeline**: Include a timeline in the plan that details when each tactic will be implemented.
* **Budget**: Define the budget for the public relations plan, specifying the costs associated with each tactic and the sources of funding.
* **Evaluation**: Establish a plan for evaluating the effectiveness of the public relations efforts. This might involve monitoring media coverage, tracking website and social media metrics, and gathering feedback from stakeholders.

Emergency preparedness [[5]](#footnote-5)

Incorporating emergency preparedness into Mousawat’s strategic plan is essential for ensuring resilience and operational continuity during crises. The plan aims to enhance resilience, protect stakeholders, and maintain critical services by integrating several key components. This includes identifying and mitigating risks such as natural disasters and civil unrest, developing a comprehensive emergency response framework with clear roles and responsibilities, and securing necessary resources and funding. Regular staff training and capacity building are crucial, alongside a robust communication strategy for effective information dissemination during emergencies. The plan also involves regular monitoring and evaluation to improve preparedness measures continuously, with periodic reviews to adapt to new risks and changes. Immediate actions include creating response protocols and establishing emergency teams, while long-term efforts focus on ongoing risk assessments and capacity enhancement.

# Validating of this strategic plan

Validating the strategic plan is crucial for ensuring its effectiveness and feasibility for Mousawat. To validate the plan, the organization should follow these steps:

* **Seek Stakeholder Feedback:** Collect input from clients, staff, volunteers, donors, and partners through surveys, focus groups, and meetings. This feedback will help identify potential challenges and opportunities not previously considered.
* **Review and Update the Plan:** Use the feedback to revise the strategic plan, ensuring alignment with Mousawat’s vision, mission, and values, and adapting to any changes in the environment.
* **Conduct a Feasibility Study:** Assess the practicality of the plan through a feasibility study to identify required resources, potential risks, and expected outcomes.
* **Establish Performance Metrics:** Develop key performance indicators (KPIs) to measure the success of the plan. Metrics might include client numbers, satisfaction levels, staff turnover, and financial sustainability.
* **Set Up Monitoring and Evaluation:** Implement a system for tracking progress, including regular

# Next Step: Action Plan

Once the plan has been approved and adopted by the Administrative Board, there is a need to lay out a detailed action plan to ensure the implementation of the strategic plan at the right time and without any significant hindrances. The action plan should also be supplemented with a monitoring plan to ensure proper and timely achievement of the plan.

Annex 1

## KPIs in each current program:

* **A. Rehabilitation Program for People with Disabilities**
* **Initial Assessment**
  + Percentage of participants receiving comprehensive assessments.
  + Average time to set rehabilitation goals.
* **Physical Rehabilitation**
  + Number of physiotherapy sessions per participant.
  + Improvement in mobility/functionality scores.
  + Percentage completing occupational therapy.
  + Improvement in daily living tasks post-occupational therapy.
* **Medical Management**
  + Adherence rate to medication plans.
  + Reduction in reported pain levels.
  + Percentage receiving nutritional support.
* **Psychological Support**
  + Number of counseling/therapy sessions provided.
  + Improvement in mental health outcomes.
* **Assistive Devices**
  + Percentage of participants receiving necessary assistive devices.
  + Percentage trained in the use of assistive devices.
* **B. Community-Based Rehabilitation (CBR)**

1. **Holistic Approach**
   * Percentage accessing multi-sectoral services.
2. **Inclusion**
   * Percentage reporting improved inclusion in the community.
   * Percentage integrated into education or employment.
3. **Empowerment**
   * Increase in advocacy skills.
4. **Collaboration**
   * Number of multi-sectoral collaborations.
   * Percentage receiving multi-sector support.

* **C. Inclusion Program**

1. **Accessibility**
   * Percentage of facilities meeting accessibility standards.
2. **Education & Awareness**
   * Percentage increase in disability awareness.
3. **Support Services**
   * Percentage of those in need receiving support services.
4. **Collaboration**
   * Percentage increase in disability employment through partnerships.

* **D. Emergency Preparedness Program**

1. **Personalized Plans**
   * Percentage with personalized emergency plans.
2. **Evacuation**
   * Percentage participating in evacuation drills.
3. **Training**
   * Percentage trained in emergency procedures.
4. **Support Networks**
   * Percentage satisfied with support networks.

* **E. Building Partnerships**

1. **Engagement**
   * Number of new potential partners identified and engaged.
2. **Communication**
   * Percentage of partners satisfied with communication.
3. **Sustainability**
   * Percentage of partnerships sustained for more than 2 years.

Annex 2

## Effective data collection methods for each program component:

* **A. Rehabilitation Program for People with Disabilities**

1. **Initial Assessment and Evaluation**
   * **Surveys and Questionnaires**: Administer to gather data on participants' physical, mental, and social needs.
   * **Interviews**: Conduct with participants and healthcare providers for detailed insights.
   * **Assessment Tools**: Use standardized tools for evaluating physical and psychological conditions.
2. **Physical Rehabilitation**
   * **Progress Reports**: Collect from physiotherapists and occupational therapists.
   * **Performance Metrics**: Track improvements using standardized tests for mobility and daily living activities.
3. **Medical Management**
   * **Medical Records**: Review for adherence to medication and treatment plans.
   * **Pain Scales**: Use self-reported pain scales to measure pain management effectiveness.
   * **Nutritional Assessments**: Conduct diet reviews and track compliance with nutritional plans.
4. **Psychological Support**
   * **Counseling Records**: Analyze data from therapy sessions.
   * **Mental Health Surveys**: Conduct pre- and post-therapy assessments to gauge psychological improvements.
5. **Assistive Devices and Technology**
   * **Device Distribution Logs**: Track the number and types of assistive devices distributed.
   * **Training Evaluations**: Collect feedback on the effectiveness of training sessions for device use.

* **B. Community-Based Rehabilitation (CBR)**

1. **Holistic Approach**
   * **Service Utilization Records**: Track access to various multi-sectoral services.
   * **Community Surveys**: Gather data on participants' social inclusion and community participation.
2. **Inclusion**
   * **Participation Metrics**: Measure integration into education and employment.
   * **Feedback Forms**: Collect feedback on perceived community inclusion.
3. **Empowerment**
   * **Advocacy Skill Assessments**: Use pre- and post-program evaluations to measure increases in advocacy skills.
4. **Collaboration**
   * **Partnership Records**: Track the number and type of collaborations.
   * **Stakeholder Surveys**: Assess the level of support from various sectors.

* **C. Inclusion Program**

1. **Accessibility**
   * **Accessibility Audits**: Conduct regular audits of physical and digital spaces.
   * **Feedback Surveys**: Collect feedback from users regarding accessibility improvements.
2. **Education and Awareness**
   * **Training Attendance Logs**: Track participation in awareness-raising activities.
   * **Public Surveys**: Measure changes in public awareness and attitudes towards disability.
3. **Support Services**
   * **Service Usage Records**: Track the number and types of support services provided.
   * **Needs Assessments**: Collect data on individuals’ support needs and service utilization.
4. **Collaboration**
   * **Collaboration Records**: Document partnerships with employers and service providers.
   * **Employment Statistics**: Track changes in employment rates for people with disabilities.

* **D. Emergency Preparedness Program**

1. **Personalized Emergency Plans**
   * **Plan Documentation**: Review the number and quality of personalized emergency plans developed.
   * **Participant Surveys**: Collect feedback on the adequacy of emergency plans.
2. **Evacuation Drills**
   * **Drill Participation Logs**: Track attendance and participation in drills.
   * **Performance Assessments**: Evaluate effectiveness and efficiency of evacuation procedures.
3. **Training**
   * **Training Attendance Records**: Monitor participation in emergency preparedness training.
   * **Knowledge Assessments**: Test knowledge gained from training sessions.
4. **Support Networks**
   * **Support Network Surveys**: Collect feedback on the effectiveness of support networks.
   * **Network Activity Logs**: Track activities and engagement within support networks.

* **E. Building Partnerships**

1. **Engagement**
   * **Partnership Tracking Logs**: Monitor the progress and outcomes of partnership engagements.
   * **Partner Surveys**: Assess satisfaction and effectiveness of partnerships.
2. **Communication**
   * **Communication Records**: Track frequency and quality of communication with partners.
   * **Feedback Forms**: Gather feedback on communication effectiveness and collaboration.
3. **Partnership Sustainability**
   * **Longevity Records**: Track the duration and stability of partnerships.
   * **Sustainability Assessments**: Evaluate the continued impact and viability of partnerships.

These methods will help ensure accurate and comprehensive data collection to monitor and evaluate the effectiveness of each program.

Annex 3

## Fundraising Plan

* **1. Set Fundraising Goals**
* **Define Objectives**: Determine the amount of funding required to meet your organization's goals and sustain operations.
* **Time Frame**: Establish a timeline for achieving these fundraising goals (e.g., annually, quarterly).
* **2. Identify Potential Donors**
* **Individual Donors**: Compile a list of potential individual supporters, including past donors, community leaders, and personal networks.
* **Corporate Sponsors**: Identify businesses that align with your mission and have a history of supporting similar causes.
* **Foundations and Grants**: Research foundations and grant opportunities that fund disability services or related fields.
* **Government Funding**: Explore available government grants and funding programs.
* **3. Develop Fundraising Strategies**
* **Events and Campaigns**:
  + **Annual Gala or Charity Event**: Plan and execute high-profile events to attract large donations and raise awareness.
  + **Online Campaigns**: Use crowdfunding platforms, social media, and email campaigns to reach a broader audience.
  + **Community Fundraisers**: Organize local events such as charity runs, auctions, or bake sales.
* **Major Gifts**:
  + **Donor Cultivation**: Build relationships with high-net-worth individuals who can make significant contributions.
  + **Personalized Proposals**: Develop tailored proposals for major gift prospects, highlighting the impact of their support.
* **Corporate Partnerships**:
  + **Sponsorship Packages**: Create sponsorship packages offering various levels of recognition and benefits for corporate sponsors.
  + **Cause Marketing**: Collaborate with businesses on cause-related marketing campaigns that promote mutual interests.
* **Grants and Foundations**:
  + **Grant Writing**: Prepare detailed grant proposals that align with the priorities of funding organizations.
  + **Foundation Outreach**: Build relationships with foundation representatives and stay updated on their funding cycles and priorities.
* **Planned Giving**:
  + **Bequests and Endowments**: Encourage supporters to include your organization in their wills or estate plans.
  + **Charitable Trusts and Annuities**: Promote opportunities for supporters to establish charitable trusts or annuities.
* **4. Implement Donor Engagement and Stewardship**
* **Communication Plan**:
  + **Regular Updates**: Send newsletters, impact reports, and updates to keep donors informed about your organization's activities and successes.
  + **Personal Thank-Yous**: Send personalized thank-you notes and acknowledgments to show appreciation for contributions.
* **Donor Recognition**:
  + **Recognition Programs**: Develop recognition programs to honor major donors, including naming opportunities, plaques, or public acknowledgments.
  + **Exclusive Events**: Host special events for major donors to engage them further and express gratitude.
* **Feedback and Evaluation**:
  + **Surveys and Feedback**: Collect feedback from donors to understand their motivations and preferences.
  + **Program Impact Reports**: Share detailed reports on how donations are making a difference and achieving organizational goals.
* **5. Monitor and Evaluate**
* **Track Progress**: Regularly monitor progress towards fundraising goals and adjust strategies as needed.
* **Analyze Results**: Evaluate the effectiveness of various fundraising strategies and campaigns to refine future efforts.
* **Report Success**: Prepare reports to communicate fundraising achievements and lessons learned to stakeholders and the board.

By following this comprehensive fundraising plan, the organization can enhance its resource base, achieve its objectives, and ensure long-term sustainability.

Annex 4

## Public Relations Plan for Mousawat

* **1. Goals and Objectives:**
* **Increase Awareness:** Enhance public knowledge of Mousawat’s mission, services, and impact.
* **Build Relationships:** Strengthen connections with key stakeholders, including donors, community leaders, and government officials.
* **Support Fundraising:** Boost fundraising efforts through effective communication and engagement.
* **2. Target Audience:**
* **Primary Audience:** Individuals with disabilities and their families.
* **Secondary Audience:** Potential donors, community leaders, government officials, media representatives, and partner organizations.
* **3. Key Messages:**
* **Mission and Values:** Communicate Mousawat’s commitment to improving the lives of people with disabilities.
* **Services:** Highlight the various services offered, such as rehabilitation, community-based programs, and inclusion efforts.
* **Impact:** Share success stories and testimonials to illustrate the positive impact of Mousawat’s work.
* **4. Tactics:**
* **Media Outreach:**
  + **Press Releases:** Regularly issue press releases to local and national media about significant milestones, events, and achievements.
  + **Media Interviews:** Secure interviews with key spokespeople from Mousawat to discuss organizational goals and news.
* **Social Media Campaigns:**
  + **Content Creation:** Develop engaging content including posts, infographics, and videos showcasing Mousawat’s work and impact.
  + **Engagement:** Use social media platforms to interact with followers, respond to inquiries, and foster community engagement.
* **Public Events:**
  + **Workshops and Seminars:** Host events to raise awareness about disability issues and Mousawat’s programs.
  + **Fundraising Events:** Organize events such as galas, charity runs, or auctions to support fundraising goals.
* **Community Partnerships:**
  + **Collaborations:** Partner with local businesses, community groups, and other organizations to expand outreach and support.
  + **Advocacy:** Engage in joint advocacy efforts with stakeholders to promote disability inclusion and policy changes.
* **5. Timeline:**
* **Month 1-2:** Develop and launch initial social media campaigns and press releases.
* **Month 3-4:** Host the first public event and begin media outreach efforts.
* **Month 5-6:** Evaluate the effectiveness of initial tactics and adjust strategies as needed.
* **Ongoing:** Continue media outreach, social media engagement, and public events. Regularly update stakeholders on progress and achievements.
* **6. Budget:**
* **Media Outreach:** $3,000 for press release distribution and media relations.
* **Social Media Campaigns:** $2,000 for content creation and advertising.
* **Public Events:** $5,000 for venue rental, materials, and logistics.
* **Community Partnerships:** $1,000 for partnership development and collaborative activities.
* **Total Budget:** $11,000
* **7. Evaluation:**
* **Media Coverage:** Track and analyze media coverage to measure the reach and impact of press releases and interviews.
* **Social Media Metrics:** Monitor engagement metrics such as likes, shares, comments, and follower growth.
* **Event Feedback:** Collect feedback from event attendees and participants to assess the effectiveness and areas for improvement.
* **Stakeholder Surveys:** Conduct surveys with donors, community members, and partners to gauge satisfaction and gather insights for future improvements.

This plan provides a structured approach to enhancing Mousawat’s public relations efforts, ensuring that the organization effectively communicates its message and builds meaningful relationships with key stakeholders.

Annex 5

## Emergency Preparedness Plan for Mousawat Organization

* **1. Introduction**
* The Emergency Preparedness Plan for Mousawat is designed to ensure the safety and continuity of operations during various emergencies, including natural disasters, civil unrest, regional conflicts, and other crisis situations. This plan outlines the procedures for responding to emergencies, safeguarding stakeholders, and maintaining organizational functionality.
* **2. Objectives**
* **Ensure Safety:** Protect the safety and well-being of employees, beneficiaries, and stakeholders.
* **Maintain Operations:** Minimize disruption to organizational services and operations.
* **Coordinate Response:** Establish clear procedures for effective communication and coordination during emergencies.
* **3. Risk Assessment**
* **Natural Disasters:** Earthquakes, floods, hurricanes, and fires.
* **Civil Unrest:** Riots, protests, and political instability.
* **Regional Conflict:** Regional wars or armed conflicts.
* **Other Emergencies:** Pandemics, transportation accidents, and infrastructure failures.
* **4. Emergency Response Procedures**
* **A. Natural Disasters:**
* **Earthquakes:**
  + **Before:** Secure heavy objects, conduct earthquake drills, and educate staff on safety procedures.
  + **During:** Drop to the ground, take cover under a sturdy table, and hold on until shaking stops.
  + **After:** Check for injuries, assess building safety, and follow local emergency services’ instructions.
* **Floods:**
  + **Before:** Elevate electrical equipment, keep important documents in waterproof containers, and develop an evacuation plan.
  + **During:** Move to higher ground, avoid walking or driving through floodwaters, and stay informed via weather updates.
  + **After:** Return only when it is safe, avoid contaminated water, and report damage to relevant authorities.
* **Hurricanes:**
  + **Before:** Secure windows and doors, stock up on emergency supplies, and have a communication plan in place.
  + **During:** Stay indoors, avoid windows, and listen to emergency broadcasts.
  + **After:** Assess damage, follow local authorities’ guidance, and avoid downed power lines.
* **Fires:**
  + **Before:** Install smoke detectors, conduct fire drills, and establish evacuation routes.
  + **During:** Evacuate immediately using designated routes, avoid using elevators, and use a fire extinguisher if trained.
  + **After:** Account for all personnel, avoid entering damaged areas, and report to emergency services.
* **B. Civil Unrest:**

1. **Before:** Develop a security plan, establish safe rooms, and maintain communication with local authorities.
2. **During:** Remain indoors, avoid confrontation, and secure windows and doors.
3. **After:** Monitor the situation via reliable sources, assess any damage, and follow instructions from law enforcement.

* **C. Regional Conflict:**

1. **Before:** Stay informed about regional tensions, create a secure shelter plan, and ensure communication systems are functional.
2. **During:** Seek shelter in a secure location, avoid traveling, and stay updated on the conflict’s status.
3. **After:** Assess the safety of facilities, maintain communication with emergency services, and provide support to affected individuals.

* **D. Other Emergencies:**

1. **Pandemics:**
   1. **Before:** Implement health and hygiene protocols, stock essential supplies, and educate staff on preventive measures.
   2. **During:** Follow health guidelines, practice social distancing, and provide remote support when possible.
   3. **After:** Continue health protocols, review response effectiveness, and adjust policies as needed.
2. **Transportation Accidents:**
   1. **Before:** Develop evacuation procedures and maintain first aid supplies.
   2. **During:** Provide first aid, contact emergency services, and ensure safety of all individuals.
   3. **After:** Assess injuries, coordinate with emergency responders, and review accident impact.
3. **Infrastructure Failures:**
   1. **Before:** Regularly maintain infrastructure and create contingency plans.
   2. **During:** Implement backup systems, inform stakeholders of disruptions, and seek alternative solutions.
   3. **After:** Repair infrastructure, evaluate impact, and update contingency plans.

* **5. Communication Plan**

1. **Emergency Contacts:** Maintain an updated list of emergency contacts, including local authorities, medical services, and key stakeholders.
2. **Notification System:** Use email, SMS, and phone calls to notify staff and stakeholders of emergencies.
3. **Media Relations:** Designate a spokesperson for handling media inquiries and provide regular updates.

* **6. Training and Drills**
* **Training:** Conduct regular training sessions on emergency procedures and safety protocols for all staff members.
* **Drills:** Organize periodic emergency drills to test response readiness and identify areas for improvement.
* **7. Review and Update**
* **Regular Review:** Periodically review and update the emergency preparedness plan to address new risks and incorporate lessons learned from drills and actual emergencies.
* **Feedback:** Collect feedback from staff and stakeholders to refine and improve the plan.
* **8. Conclusion**

This Emergency Preparedness Plan ensures that Mousawat is equipped to handle various emergencies effectively, safeguarding the organization’s operations and the well-being of its stakeholders.

1. nAnnex 1 [↑](#footnote-ref-1)
2. Annex 2 [↑](#footnote-ref-2)
3. Annex 3 [↑](#footnote-ref-3)
4. Annex 4 [↑](#footnote-ref-4)
5. Annex 5 [↑](#footnote-ref-5)