



MASAR ASSOCIATION
We Draw the Path with Celebration



ANNUAL REPORT FOR 2022

FEBRUARY 2023

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ACRONYMS AND ABBREVIATIONS

CC	Chief Coordinator
RPL	Rights for Palestinians in Lebanon
YCD	Youth for Community Development
YPG	Youth Policy and Governance



I. MESSAGE FROM THE CHIEF COORDINATOR (CC)

Dear readers,

The year 2022 was another remarkably difficult year at all levels, economically, financially, socially, and in terms of catering to basic needs and hope. Without a national rescue plan, Lebanon saw a massive exodus of educated professionals, accompanied with a wave of people plunging into abject poverty inside the country. In 2022, Masar Association continued to focus its programs on development, policy change, and good governance, given that these are key factors to initiate political change in Lebanon. To strengthen the wellbeing of the nation, Masar Association has started integrating humanitarian assistance into its project focus.

Despite the severe shortages, interruptions, and high cost of electricity, internet, gas, and fuel, which continue to restrict citizens' mobility and connectivity, we at Masar, devised contingency plans that enabled us to largely overcome these obstacles. Masar's work and collaboration internally and externally between our team and our partner organizations, youth, and citizens at large ran smoothly.

On another note, the increasingly unpredictable, unjust, and undocumented banking regulations have continued to hamper our work in 2022. Banks have continued to restrict withdrawal transactions and to act as auditors, accountants, and donors. Flagrant examples are numerous. Banks have also allowed their compliance departments to approve or disapprove the incoming funding for non-governmental organizations based on criteria related to projects' topics. This has been compounded by the frequent closure of banks throughout the year which further hampered individual and organizational activities for all in the nation. These practices have made banks gain a negative reputation abroad which prevented direct channeling of funds to one of our projects in 2022. Banks have continued to ban organizations and citizens the freedoms allowed to them by the Lebanese Constitution while the political elite does not act.

A heartfelt thank you to the citizens and the young people who withstood the big challenges and difficulties to the end of serving their local communities, co-citizens, and the country at large.

Notwithstanding all challenges and restrictions, we at Masar, promise the people we work with, to continue our impact-driven programs throughout the year of 2023 to respect their steadfastness and determination to pursue their goals in development, policy change, and good governance, as well as to address the growing demands for basic needs through new interventions, synergies, and partnerships.

Kamal Shayya

President and Chief Coordinator

II. ACKNOWLEDGMENTS

Masar team would like to thank all the partner organizations, youth initiatives, youth groups, political groups, Palestinian nurses, donors, external consultants, friends, and members who have participated in the various projects' activities in 2022, contributed with ideas, enriched the discussions, brought in new perspectives, and dared to throw dream ideas. Indeed, it is the dream ideas that keep Masar alive and responsive to citizens' aspirations.

III. ABOUT MASAR

Masar is a Lebanese non-governmental organization that was founded in 2005 with the aim to contribute to local and national development processes and the advancement of society. Masar works in holistic development with an equal focus on community and policy levels, thus constantly promoting development, policy change, and good governance. Masar's programs are based on human rights and the promotion of citizenship while ensuring that empowerment and advocacy are key approaches in the association's work. It cooperates with youth as an initial point of contact since it profoundly believes in their abilities.

In its communal work, Masar mobilizes young people and empowers them to act as agents of change in their local communities. In its policy and governance work, Masar advocates the implementation of the National Youth Policy that was endorsed in 2012 by the Lebanese Government and where an implementation action plan was endorsed in 2022, as well as upholding the rule of law. Masar also advocates the acknowledgment of Palestinian refugees' human rights in Lebanon to have a dignified life, and to mitigate incorrect stereotypes against them.

1. Vision

We envision a civic, secular, and inclusive State where every human being is actively engaged, enjoys public freedoms, and where the rule of law is respected and abided by.

2. Mission

Masar Association was founded in 2005 with the aim of contributing to local and national development processes and the advancement of society. Masar operates at the community and policy levels, enabling wide access to information and emphasizing empowerment and advocacy as cross-cutting approaches. In fact, it works with every human being in Lebanon through mobilization, empowerment, participation, networking, and advocacy to achieve development, policy change, and the promotion of good governance.

3. Values

At Masar, we are guided by a set of core values, at the center of which lie participatory decision making, diversity, non-discrimination and inclusiveness, human rights, equity, and the promotion of a knowledge society.

IV. MASAR'S PROGRAMS

1. The Youth for Community Development (YCD) Program

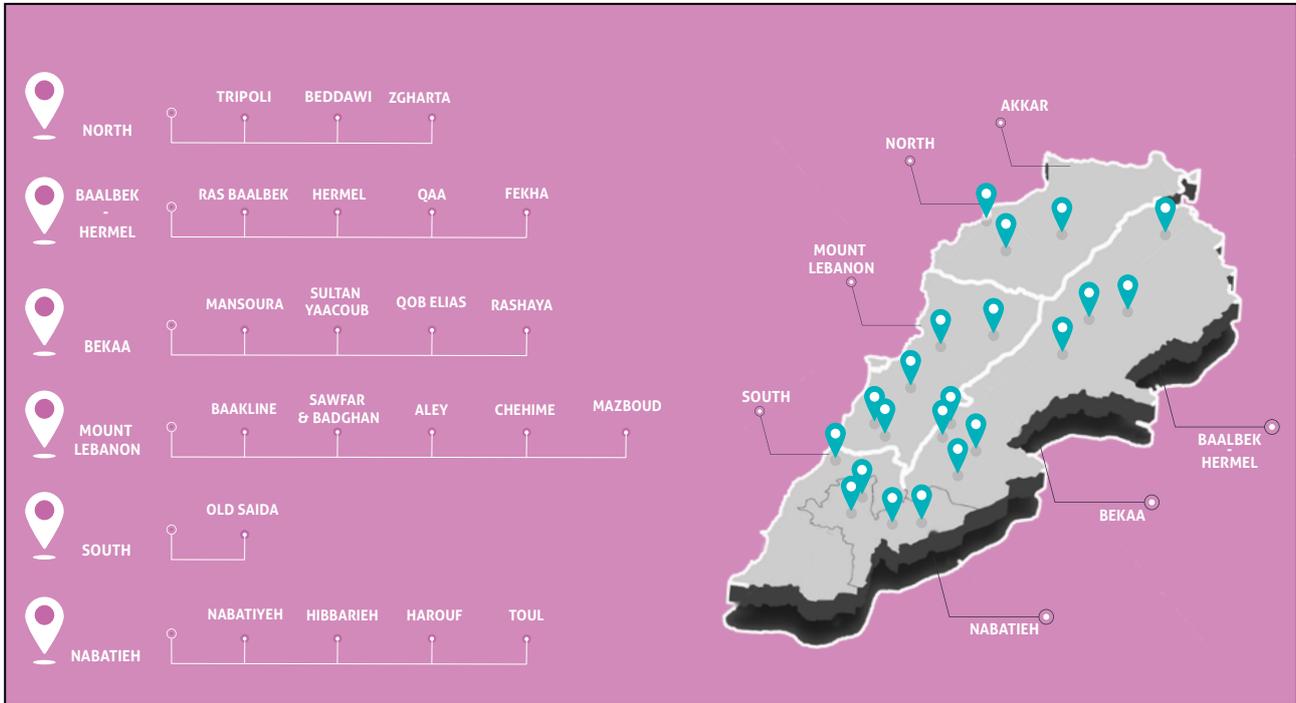
The program aims at mobilizing and empowering young men and women to become active citizens in their communities through (a) developing their capacities via the provision of training (on various concepts, skills, tools), monitoring and support on the field to enable them to positively engage in civic and communal life, and (b) supporting them establish partnerships and synergies to initiate dialogue over their priorities with municipal councils and local authorities among other stakeholders. Through this program, youth from across Lebanon are provided with a space to meet, interact, and exchange experiences, thus supporting them appreciate diversity and practice their citizenship roles away from sectarian and regional limitations. More importantly, youth are provided with an opportunity to put in practice the knowledge and skills they learn during the trainings and are guided to be sensitive to their communities' needs critically, thus enhancing their self-confidence and self-esteem through their communal work. They are empowered to identify their needs, problems, and ambitions; prioritize them; plan and implement advocacy projects; and collaborate and initiate a dialogue with relevant stakeholders. Furthermore, and on a broader scope, the program aims to establish a cross-regional and cross-sectarian youth movement through which youth are enabled to develop their collective efficacy to work on their identified priorities and those of their communities as active young citizens.

"Youth Citizens of Today" project in partnership with UNICEF

Masar has implemented phase 4 of the "Youth Citizens of Today" Project in partnership with UNICEF and in collaboration with 20 Youth Initiatives (YIs) and municipalities located in 20 different communities, during March 2021 and May 2022. The project served as a platform that gathered young males and females from across the country to advance their empowerment, civic engagement and building a structured dialogue with local authorities and other stakeholders involving youth priorities, with the aim to promote social change and make youth a priority for duty bearers. The project consisted of multi-level activities including: (i) training, (ii) the implementation of research tools, (iii) meetings with local authorities over youth priorities, as well as (iv) planning and implementing advocacy projects in collaboration with local authorities.

In 2022, the project focused on planning and implementing 20 local advocacy projects by the Youth Initiatives and in collaboration with 20 municipalities across 20 communities in Lebanon. Projects spanned a variety of topics, including education, mental health, transportation, culture, environment, agriculture, and youth civic engagement. Advocacy projects embraced diverse activities, such as evidence generation, community outreach, awareness and training sessions, production of communication material, play days, debates, meetings with local authorities, as well as transforming public spaces into safe and useful spaces for collective and purposeful actions.

Map of areas of project implementation:



Here is a brief of the 20 advocacy projects:

In **Tripoli**, the project titled “Not Wrong” tackled the stress resulting from online learning.

In **Zgharta**, the project titled “Try to Hear Other Perspectives” aimed to stimulate youth’s critical thinking on how to make political and social choices, in addition to accepting others from different backgrounds.

In **Beddawi**, the project titled “A Step and a Plan” tackled educational and psychological challenges and difficulties facing students and parents alike.

In **Ras Baalbek**, the project titled “Together Against Bullying” focused on stopping/preventing the spread of bullying among youth.

In **Hermel**, the project titled “Your Choice is Your Future” aimed to assist students in identifying job fields that appeal to their aspirations and are available in the labor market.

In **Kaa**, the project titled “Youth, where are you going?” tackled securing safe transportation for students at reasonable prices and by educational institutions.

In **Fekha**, the project titled “Ecofriendly and Affordable Transportation” promoted cycling as an alternative to local commuting within the community, in addition to its positive impact on the individual and society.

In **Mansoura**, the project titled “This Phase is Going to Pass, Stay Positive” tackled the mental health of youth amid the acute crisis the country is going through.

In **Qob Elias**, the project titled “Promoting Healthy Physical and Mental Lifestyle for Youth” tackled the physical and mental health of youth.

In **Rashaya**, the project titled “Cultural Movement in Rachaya” aimed at orienting youth on the available job fields required in the labor market, as well as securing cultural/ educational centers in the area.

In **Baakline**, the project titled “As a Student, I Demand to be at Ease” tackled the mental health of students and teachers.

In **Soufar** and **Badghan**, the project titled “Learning Closely” tackled youth awareness of jobs that are in demand in the labor market and the required skills.

In **Aley**, the project titled “ADWAR” highlighted the importance of youth participation and inclusion in public life and decision-making processes.

In **Chehim**, the project titled “Take Care of your Mental Health” tackled how youth can cope with life pressures and how to use their energy in community service.

In **Mazboud**, the project titled “The Lamp of the Present” shed light on the negative impacts caused by electricity and internet outages on the productivity of youth in their online classes and working hours.

In old **Saida**, the project titled “Eco Youth” tackled the environment and how to preserve it through the provision of skills and awareness on pollution reduction, solid waste management and land cultivation.

In **Nabatiyeh**, the project titled “Education is the Base for Shaping the Personality” aimed at enhancing educational opportunities for youth through training, awareness raising and changing mindsets.

In **Hebbarieh**, the project titled “Youth of Today” tackled youth’s meaningful participation in communal life and their role in local development.

In **Harouf**, the project titled “Our Environment is our Mirror, Reflecting our Image” tackled pollution and the means to reduce it.

In **Toul**, the project titled “One Idea in the Head, not Ten on the Board” tackled the various challenges facing youth in accessing quality education.



“Youth Citizens of Today” project summary video:
<https://youtu.be/3mvYw1bGe-o>

“Youth Citizens of Today” Closure meeting summary video:
<https://youtu.be/bNquApCifOs>

Key Accomplishments and Learnings

To further enhance youth’s life skills, the project delivered 14 online training sessions and workshops during 2021 and 2022. A total of 984 youth (628 females/ 356 males) participated in these sessions/workshops and had their competencies developed further to engage positively in their civic and communal life.

On the level of project planning and implementation, 20 communal advocacy projects were designed and implemented by Youth Initiatives in collaboration with 20 municipalities in 20 communities across Lebanon, benefiting some 3,470 youth (2158 females/ 1312 males).

On the level of community awareness, more than 17,296 individuals were reached through the different social media channels of the project. All of which allowed to increase the target audiences’ awareness on mental health, youth public participation, education, harmful environmental practices, transportation challenges, circular economy, and the potential of effective solutions to create a positive change at the communal level and beyond.

The Youth Initiative **“CLAC – Kaa”** advocacy project’s social media campaign was a great

success. The Youth Initiative created a video that raised awareness on the transportation challenges facing students and its impact on their mental health. The uploaded video received a wide outreach on social media. Numerous motivational comments were also received praising the Youth Initiative’s work. Many students and parents contacted the Youth Initiative and asked to get involved offering their support and expertise on this project, and future advocacy projects. In addition, through advocacy work with the municipality, the Youth Initiative was able to convince the mayor of Kaa to repair the students’ bus that was ditched in a junkyard. This will alleviate student concerns during these difficult and dire times, vis-a-vis safety, reliability, time, and financial burdens.

The Youth Initiative **“Abnaa Saida Association”** succeeded in collaborating with the municipality and established a sustained cooperative relationship with its members. The municipality supplied a written permission to use their logo on all the project material produced, a gesture of appreciation and confidence. The Youth Initiative also established solid partnerships with local stakeholders on the ground, namely, one with a recycling company. They helped connect the company with their network of households and now the company collects and buys the plastic and metal waste of these households. Also, the association is cooperating with other NGOs that work on environmental projects to raise awareness in the community on the importance of sorting solid waste at its source and selling it. They are being an effective stakeholder at the grassroots.



Challenges Faced

The key challenges that faced the “Youth for Community Development” program in 2022 could be summarized as follows:

- The difficulty that young people faced in balancing between their education and career (school/ university and work obligations) that has been subject to continuous disruption due to the country’s instability on the one hand, and the numerous project requirements on the other. To address this issue, the program team exhibited high flexibility with the extension of deadlines and close follow up.

- The constant and extended power outages and internet service interruption posed a major challenge for youth to attend the online scheduled training sessions. In order to mitigate this, youth made sure their laptops and phones are fully charged before sessions started. In addition, Masar allocated reimbursements for internet use to allow youth to connect to 4G data networks as opposed to local internet networks, not WIFI ones.
- The currency fluctuation and its implication on the economic situation had been evident during the implementation of advocacy projects and the expenditures by each Youth Initiative. The prices of stationary, food items, as well as transportation had risen dramatically since last year. Masar, in coordination with UNICEF, had responded and acted on this issue adjusting the budget for the advocacy projects implementation. It is noteworthy that all amounts earmarked paid to youth for local advocacy projects were paid to youth in LBP and transferred via the bank, using the “Sayrafa” platform.

2. The Youth Policy and Governance (YPG) Program

The program seeks to support youth to push for the implementation of the National Youth Policy (NYP) which was endorsed by the Lebanese Government in April 2012, and where an implementation action plan was endorsed in May 2022. The NYP is an exceptional experience in the Arab region, particularly that young people themselves have set its recommendations and submitted them to the Ministry of Youth and Sports, demanding its ratification by the Cabinet. The aim of advocating the NYP is to ensure that youth are guaranteed their rights to welfare and influence. At a broader scale, this program supports the engagement of citizens in dialogue and advocacy with duty bearers and political decision makers over issues and topics pertaining to enhancing the rule of law, access to information, accountability, and participation in the public life.

“The National Youth Policy” project in partnership with the Youth Forum in Lebanon and the National Council of Swedish Youth Organizations- LSU

The project advocates the implementation of the youth policy document that was endorsed by the Lebanese Council of Ministers in 2012. Amid the economic collapse, the political stalemate, and with Parliamentary Elections scheduled in May 2022, the project focus has been two-fold:

Prior to Parliamentary Elections, the project activities focused on raising citizens’ awareness, youth included, on the importance of selecting parliamentary candidates based on clear electoral programs that align with citizens values and aspirations, not for candidates known to have links with sectarianism, nepotism, and corruption. Two Arabic songs titled “Your Vote is not to be Taken for Granted/ صوتك مش تحصل حاصل” were produced to raise awareness and were promoted on Masar’s Facebook and Instagram pages over a period of 2 weeks prior to the Parliamentary elections.

In the post Elections phase and in the wake of the election of a new Parliament, the focus has been allocated to reviving policy making processes related to youth policy issues. Youth policy priorities were identified by active youth groups from across the

Youth Policy priorities identified by youth were grouped into 5 sectors as follows:

Demographic Characteristics & Migration

- The provision of tax incentives in agriculture and industry, which helps in the creation of job opportunities for youth.
- Provide affordable transportation for young people and students through collaboration with the private sector, as well as follow-up on the case of the fifty buses donated by France to Lebanon.
- Support rent-to-own ownership for youth through the provision of tax incentives to the private sector.

Labor & Economic Participation

- Enforce Law 220/2000, chiefly with regard to hiring persons with disabilities and persons with short stature, and not discriminating against them.
- Raise the minimum wage and protect employees in the public and private sectors.

Social Inclusion & Political Participation

- Lower voting age to 18.
- Lower candidacy age to 21.
- Endorse a youth quota (male and female youth) in the Elections law.
- Make community service compulsory in school curricula as per a Parliament law.
- Institutionalize Hyde Parks between youth and policy makers.
- Endorse an optional civil status law.
- Teach civilization sequence at schools: one unified curriculum for students from all sectarian backgrounds.
- Institutionalize digital technology and raise awareness via social media platforms on important issues, like bullying, harassment, smoking and the use of drugs, bearing in mind that the value system is rapidly changing.
- Dedicate part of the free broadcasting hours, by virtue of Media Law, to raise awareness on youth policy-related issues.

Education & Culture

- Support the Lebanese University on every level, for it is the national institution that hosts about 80,000 students throughout the country.
- Assist students in need through the provision of scholarships, transportation, internet, and stationary.
- Supporting the Oil major at the Lebanese University and secure recruitment of graduates in the departments of drilling, exploration, and extraction, as well as allocating part of the sector's revenues to subsidize the implementation of the youth policy, recalling that oil is the national wealth for future generations.

Health

- Lower the cost of cardiac tests as a result of recurring cardiac attacks among youth.
- Prioritize mental health and including it holistically in school curricula.
- Provision of mental health services on a wide scale.
- Include sex education in school curricula holistically.

One cross-cutting priority: Set up a youth policy revolving fund, whereby the Presidency of the Council of Ministers and the Ministry of Finance will be responsible, and whereby the Youth Forum for Youth Policy will have an advisory role in setting priorities for youth-focused expenditure.

Challenges Faced

The main challenge facing the Youth Policy and Governance program in 2022 has been the disrupted policy making processes in the country. Furthermore, the acute financial crisis and the rising poverty levels have prioritized humanitarian and relief work-based funding over governance. Despite this, we, at Masar, believe that it is very important to work on enhancing governance and citizen-centered policy making as it is the entry point to reforming the political system and restoring the rule of law and the economy.

3. The Rights for Palestinians in Lebanon (RPL) Program

The program is implemented at the community and policy levels. RPL aims to ensure that Palestinian Refugees in Lebanon (PRL) are enabled to lead a dignified life until the United Nations Resolution 194 is implemented. The program works on breaking stereotypes held towards PRL through organizing strolls in Palestinian refugee camps and Lebanese communities and discussions among Lebanese and Palestinian groups. It opens the door for joint action, advocating for the endorsement of human rights through enhancing communication opportunities between Lebanese and Palestinian groups for the best interest of both nations and through forwarding policy recommendations to relevant duty bearers and service providers.

“The provision of Economic, Social, and Legal Protection and Security for Palestinian Nurses at the workplace in Lebanon” project implemented in partnership with the Swiss Embassy in Lebanon

Based on a recommendation in a study report developed in 2020, this project was initiated in June 2021 and was implemented through September 2022 with the aim to establish a network of Palestinian nurses and empower its members to negotiate their economic, social, and legal rights and security at the workplace with key actors in Lebanon.

Over the past year, to clarify, Palestinian nurses have been allowed to practice the profession in Lebanon as a result of shortage in nurses in the Lebanese market. However, they have been facing discretion in getting a “permit to practice the profession” and a “work permit” issued by the relevant Ministries.

The project’s three-pronged strategy has been capacity development of Palestinian nurses, digital campaigning, and advocacy action. Hence, **“Qindeel - The Network of Palestinian Nurses in Lebanon”**, was established and became operational in 2022.

قنديل

شبكة الممرضات والممرضين
الفلسطينيين في لبنان



لماذا إسم "قنديل"؟

فلورنس نايتينغل

الملقبة بـ "السيدة حاملة القنديل"
هي رائدة التمريض الحديث.

وضعت نايتينغل برامج لتعليم التمريض ولتدريس آداب المهنة، واهتمت بالنظافة وقواعد التطهير، وبتمريض الصحة العامة في المجتمع، كما جعلت مهنة التمريض ذات سمعة وقيمة. أطلق عليها لقب "السيدة حاملة القنديل"، لأنها كانت تخرج في ظلام الليل إلى ميادين القتال أثناء الحرب وهي تحمل قنديلاً بيدها للبحث عن الجرحى والمصابين وإسعافهم...

ونحن أطلقنا على شبكة الممرضات والممرضين الفلسطينيين في لبنان إسم "قنديل" كتحية لهذه الإنسانية.

أنا اسمي شادي زيد، فلسطيني، ممرض مجاز، اعمل في مستشفى النيني بطرابلس من سنة 2005 الى الآن. أنا مسجل بال صندوق الوطني للضمان الاجتماعي من سنة 2006، ولكن لا استطيع الإستفادة من تقديرات فرعي المرض والتعويضات العائلية لأنني فلسطيني. اما بالنسبة لتعويض نهاية الخدمة، أنا حائز على إجازة عمل لمدة سنة واحدة فقط للعام 2015. يعني تعويض نهاية خدمتي من الضمان يغطي سنة واحدة فقط من اصل 16 سنة خدمة في مهنة التمريض. أتمنى من الجهات المعنية الرسمية إعادة النظر بهذا الموضوع، ابي ربط الحصول على تعويض نهاية الخدمة بتسديد كامل إشترك الصندوق الوطني للضمان الاجتماعي .. وتحقيق العدالة لنا كعاملين فلسطينيين في لبنان.



إسمي امني عبد اللطيف، ممرضة فلسطينية مجازة. إنتسبت الى شبكة "قنديل" لتحقيق المساواة والأمان الوظيفي أسوة بزملائي الممرضين/ات اللبنانيين/ات. واجهتني الكثير من الصعوبات في مسيرتي المهنية، أبرزها: عدم القدرة على التسجيل في نقابة الممرضات والممرضين في لبنان لأن مكان عملي لم يشجعني على ذلك، وعدم استفادة اهلي من ضمانتي بعد تخطيمهم سن الـ60. أطمح من خلال "قنديل" تسليط الضوء على الصعوبات التي تواجهنا في مهنة التمريض على أمل تعديل بعض القوانين من قبل المعنيين في لبنان.



@qindeelnet

شادي زيد، ممرض مجاز
عضو في شبكة "قنديل"

@qindeelnet

اماني عبد اللطيف، ممرضة مجازة
عضو في شبكة "قنديل"

"Qindeel" introductory video: <https://fb.watch/iQGivvnE2J/>

Key Accomplishments and Learnings

The establishment of "Qindeel" is considered an accomplishment in light of the exodus of nurses from Lebanon, including Palestinian nurses. Having a capacitated network that negotiates Palestinian nurses' social and economic rights at the workplace is a model of the less advantaged being at the core of advocacy action, rather than only relying on external supporters to advocate their rights in their name. Below, are the specific milestone achievements for "Qindeel":

A group of 22 (9 females/ 13 males) Palestinian nurses and individuals working in the medical field who constitute "Qindeel – The Network of Palestinian Nurses in Lebanon",

are capacitated with evidence, concepts and skills that help them negotiate their rights at the workplace with relevant duty bearers and service providers.

A 5-year actionable **strategy** was developed with the participation of nurses setting out the vision, mission statement, values, stakeholders, strategic objectives, planned outcomes, indicators, activities, SWOT for the network, while noting that the strategy was validated with a wider group of nurses, including nursing students, before it was finalized and endorsed by the network members. In addition to the strategy, by-laws were developed to help the network have an organizational structure and efficient working mechanisms. **By-laws** define membership criteria and types (active or observers), frequency of General Assembly meetings and its prerogatives, various committees and their roles, the Secretariat and its role. A **membership form** was also created and uploaded on “Qindeel” Facebook page to allow interested nurses across Lebanon to join the Network.

Branding and visibility were created for the network, including name, logo, color palette, hashtag (#equality_opportunities_security), an Arabic/English brochure, and Facebook and Instagram pages (@qindeelnet). Also, a **digital campaign** was conceptualized and implemented on social media platforms, consisting of 24 visuals, 4 video segments, and 1 advocacy video with the aim to promote the network, inform of its goals, and convey key messages to draw attention to the discriminatory treatment nurses have been enduring at the workplace, as well as to call on the Lebanese government to change prejudiced laws against Palestinian refugees in the country. Implemented during July 10 - September 10, 2022, the campaign has received one million views and an engagement count of 30,000 on Facebook and 30,000 views on Instagram.

Advocacy action was initiated in 2022 with several meetings being held with the Lebanese Palestinian Dialogue Committee - LPDC Chairperson, the President of the Order of Nurses in Lebanon, and UNRWA to discuss means of collaboration on how to support Palestinian nurses at the workplace and improve the legal framework for their practice of the profession in Lebanon.

Challenges Faced

The main challenges faced under the RPL program during 2022 could be summarized as follows:

- The emigration of Palestinian nurses from the country, seeking better opportunities abroad. In fact, this is a highlight of the broader exodus that the country has been witnessing since October 2019. The project team found it very hard to form a network of qualified Palestinian nurses who can lead the advocacy work for their rights at the workplace. Strengthening the network remains a key objective of this ongoing project.
- The tight schedule of the nurses who make up the network. On the one hand, they need to know of the meetings’ schedules a month ahead of time, so they can take a day off from work to attend the network meetings. Nevertheless, many work 2 to 3 jobs to survive, which leaves them with almost no time to commit.
- Advocating rights-based issues seems unhandy in a country facing a multi-faceted crisis. Yet, Masar’s team has opted to work internally in the project during 2022,

mostly focusing on establishing and consolidating the network, as well as meeting with key stakeholders concerned with Palestinian refugees and nurses up until the circumstances allow to take the advocacy action externally. As regards “Qindeel”, experience has proven that Palestinian nurses do need ample time to meet, get acquainted with each other, engage in in-depth discussions on the concept behind the network itself, exchange views on their work conditions, legal status, challenges they face at the workplace, the safety nets they need, etc... Such meetings are important for nurses not only to plan their work agenda, but also to enable them to cultivate their collective efficacy as a lobby group.

V. MASAR HIGHLIGHTS IN 2022

In 2022, Masar has continued to navigate into an organizational development process in the frame of a 3-year partnership project with the Asfari Foundation (2021 – 2023). The work has been multi-disciplinary aiming to enhance internal and external governance and efficiency, digital transformation, and visibility.

In 2022, Masar’s 5-year strategy (2022- 2026) was endorsed by the board, translated, uploaded on the website, and printed in both Arabic and English. Additionally, several key documents were developed, including a theory of change, a fundraising policy and an information system for funding opportunities identification and tracking, and a responsibility assignment matrix, among others.

In digital transformation, Masar has had its institutional archive compiled and uploaded on the One Drive as well as on QNAP (a Network Attached Storage- NAS), hence ensuring the viability of the institutional memory. The institutional archive is accessible from anywhere based on access rights.

Besides, Masar has developed and implemented a Communication & Outreach Strategy with the aim to enhance its digital presence and visibility, communication with its audiences, and impact. The strategy set the objectives for communication and outreach, identified the target audiences and the various communication channels. A communication plan was developed and implemented during the period of July – December 2022, recalling that posting was synchronized on Masar’s social media platforms and website.

Concurrently, Masar’s corporate identity was revised and re-branded. The logo typography and colors were revised, and a brand book was created. Masar’s website and social media platforms were also upgraded as per the new branding, and 2 pages were added: “Partners & Donors” and “Board and Directors”. In 2022, three email marketing channels were circulated to a wide database, using MailChimp, informing on Masar’s strategy and work with youth.

As a result of the communication and outreach action in 2022, Masar’s visibility has increased in this manner:

	March 2022 (baseline)	December 2022
Facebook Page reach	12,295	958,530
Instagram Reach	335	69,724
Post reach	391	153,122
Paid reach	0	909,825
Number of likes on FB	13,285	13,906
Number of followers on FB	12,718	16,176
Number of followers on Instagram	850	1058
Number of Instagram Profile visits	52	3,805

VI. MASAR SUCCESS STORY IN 2022

One key success of the “National Youth Policy” project implemented in partnership with the National Council of Swedish Youth Organizations- LSU, has been the viability of “The Youth Forum for Youth Policy” despite the political stalemate and interrupted policy making in the country. Consisting of youth NGOs and youth wings in political parties and incorporating the various dimensions of the political spectrum in the country, the Youth Forum member organizations have succeeded in identifying and agreeing on a comprehensive set of youth policy priorities spanning the sectors of education, migration, social inclusion, political participation, economic participation, gas& oil, and health, notwithstanding political and geographical limitations. The Youth Forum has maintained the “issue-based” approach throughout its work on youth policy and planning for advocacy action with relevant duty bearers, presenting hence a democratic model of citizens’ collective action in the direction of achieving their best interest nationally. In point of fact, the Youth Forum has set a model of accountability and collaboration between young citizens and duty bearers over youth welfare and rights.





VII. SUMMARY ON MASAR’S FUNDING IN USD

#	Donor	Total Project Amount	Project duration	Project Title
1	The National Council of Swedish Youth Organizations- LSU	36,543\$	Jan. 01 - Dec. 31, 2022	“National Youth Policy”
2	The Asfari Foundation	50,719.38\$	Jan. 01 - Dec. 31, 2022	“Organizational Development”
3	UNICEF Lebanon	410,354.75	26 Mar. 2021 -31 May 2022	“Youth Policy – Youth Participation & Civic Engagement”
4	Swiss Embassy in Lebanon	124,695.8	01 Jun. 2021 – 30 Sep. 2022	“Provision of Economic, Social and Legal Protection & Security for Palestinian Nurses at the Workplace in Lebanon”

VIII. MASAR’S FUTURE GOALS

In 2023, Masar will continue to explore potential funding opportunities to finance the implementation of its three programs as part of its 5-year strategy. It strives to continually focus its organizational efforts on development, policy change, and good governance through community-based empowerment, local and national advocacy, and networking. Yet, given the growing living requirements as a result of the multi-faceted crisis Lebanon is witnessing, Masar furthers its integration of humanitarian interventions into its work through coupling relief with long term development, while maintaining a citizen-centered approach at the heart of its operations. In 2023, Masar aims to promote models of humanitarian interventions that have people’s participation at its core.

In parallel, Masar will carry on with the digital transformation process that it began towards the end of 2021. This includes the adoption of software in HR, payroll and monitoring & evaluation (M&E).



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