آكت لحـــل النزاعـــات
Conflict Resolution



Strategic Plan 2024-2027

https://actadr.org/

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Introduction

ACT Institution for Studies and Alternative Means of Conflict Resolution is a Palestinian non-governmental association based in Jerusalem, registered with the Registrar of Associations in the Palestinian Ministry of Interior under the number (QR- 1428- HR) in accordance with the Charitable Societies and Civil Society Organizations Law No. (1) of 2000, and based on the decision of the Minister of Interior No. (11) of 2016 AD.

The conflict that commenced on October 7, 2023, exacerbated the harsh conditions faced by the Palestinian populace due to the Israeli occupation of the West Bank, including East Jerusalem, and the blockade enforced on the Gaza Strip. The reality of the internal Palestinian political conflict further intensified the frustration experienced by Palestinians in all regions; voices calling for dialogue and peace declined while voices calling for escalation and conflict intensified. The ramifications of the conflict and the obliteration of all life forms were not confined to the Gaza Strip; rather, the upheaval permeated the West Bank, which encountered settlement proliferation in regions designated as "C." Furthermore, there was an incursion into Palestinian cities, villages, and camps, resulting in their disconnection, curtailing mobility, and isolating the city of Jerusalem from these areas. The conflict resulted in the total disruption of court operations and the ineffectiveness of law enforcement agencies, culminating in elevated crime and violence rates and the infringement of rights. This situation necessitated a thorough reassessment of the institution's strategic plan, accelerating interventions in the resolution of individual disputes while simultaneously prioritizing group disputes that exert a more significant and comprehensive influence on public life, the future of the Palestinian people, and regional peace.

The most prominent feature of this plan is that it expanded the focus on mediation and arbitration in individual disputes focusing on Jerusalem Governorate while maintaining communication with the rest of the Palestinian governorates, to work in the field of negotiation and mediation in collective disputes, and to expand the geographical scope of its activity within Palestine to extend and include collective disputes in the region, which affects Palestine at the strategic level.

The ACT Institution for Studies and Alternative Means of Conflict Resolution commissioned this plan to delineate its strategic orientation and outline its actions in Palestine and the region for the next three years. During a six-month period, a team from the Board of Directors collaborated with a group of specialists to formulate this strategic plan. In these sessions, they thoroughly analyzed and deliberated on the strategic framework that directed the Foundation's operations throughout the preceding five years. Moreover, it reevaluated its identity by formulating more specific, quantifiable objectives aligned with the strategic modifications it deems necessary to address the issues it has faced previously.

The higher governing body of ACT is the General Assembly, it is composed of (33) members, including youth and experienced lawyers, engineers, university professors, and community activists of both genders. It convenes twice annually to review and authorize financial and administrative reports. ACT Board of Directors is derived from the General Assembly, which is composed of eleven members, including academics, activists, and jurists. The institution's administrative and financial policies, as well as the effects of its interventions on society, are the subject of discussion during the Board of Directors' meetings, which occur at least six times annually. It also evaluates the efficacy of its work and approves its activities.

Strategic Direction

Vision

Preeminent organization dedicated to the prevention, management, and resolution of various conflicts, aiming to enhance security and foster sustainable peace.

Mission

ACT aims to strengthen the framework of civil peace both individually and collectively. It advocates for alternative conflict resolution methods, including negotiation, mediation, and arbitration. ACT is dedicated to fostering a supportive environment and culture that encourages dialogue over violence and exclusion. Additionally, it focuses on developing capacities and generating knowledge that enhances personal, societal, and political peace and security.

Basic Values

- Unity: We are all in this together, our collective effort is evident in the empathy and mutual comprehension and compassion we demonstrate and our solidarity to confront internal and external challenges.
- Non-bias: We aim to embrace diversity and appreciate the varied perspectives of individuals.
- Integrity and transparency: We conduct ourselves with honesty, fairness, and openness in our dealings with all parties, regardless of whether we are being observed.
- Evolving and adapting: We believe in each other. Mistakes are okay as long as we learn from them and become better and wiser.
- Justice and equality: We aim to uphold justice, ensure equality, and safeguard rights and freedoms.
- Community participation and national belonging: Fostering community engagement and a sense of national identity

Strategic Values

- Seeking solutions: We hold the view that concentrating on issues, assumptions, and biases does not yield effective resolutions.
- Commitment to quality and excellence: Our aim is to implement the most effective methods to uphold our professionalism in the services we deliver, while adhering to best practices.

Strategic Objectives

Objective 1: Establish a conducive framework and environment to effectively address individual conflicts.
Objective 2: Establish a supportive framework and environment that promotes dialogue over violence and exclusion to effectively address collective conflicts.
Objective 3: Generate and deliver knowledge in the fields of conflict and human security
Objective 4: Enhance administrative efficiency and organization to support the institution's mission and objectives.

Tactical Objectives

Objective 1: Establish a conducive framework and environment to effectively address individual conflicts.

1.1 Creating dedicated hubs to address individual disputes
1.2 Building the capabilities of individuals and centers to effectively manage individual disputes
1.3 Review policies supporting the resolution of individual disputes
1.4 Regulating the rules of mediation and arbitration
1.5 Activating supportive centers to deal with individual disputes

Objective 2: **Establish a supportive framework and environment that promotes dialogue over violence and exclusion to effectively address collective conflicts.**

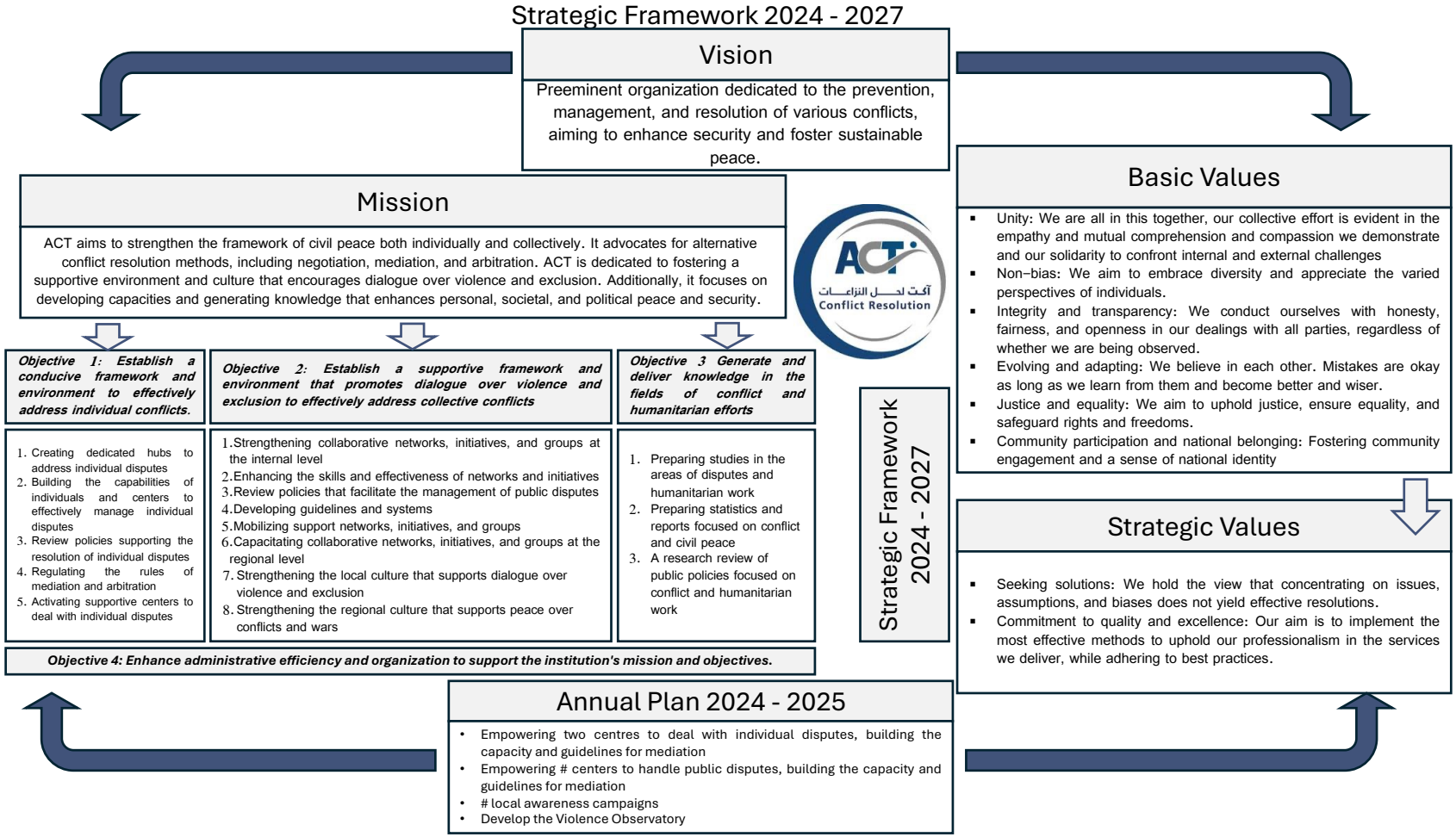
2.1 Strengthening collaborative networks, initiatives, and groups at the internal level
2.2 Enhancing the skills and effectiveness of networks and initiatives

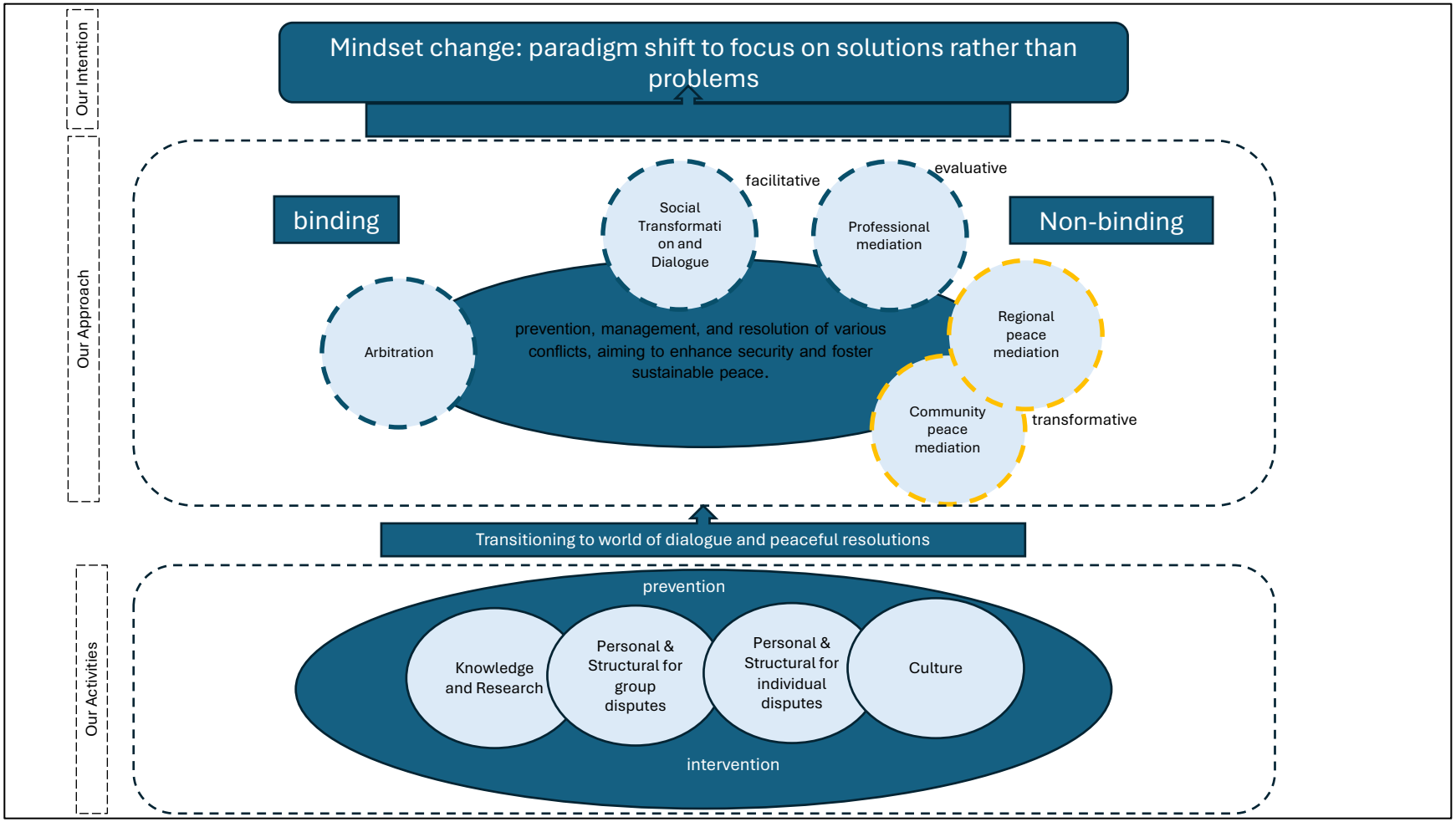
2.3 Review policies that facilitate the management of public disputes
2.4 Developing guidelines and systems
2.5 Mobilizing support networks, initiatives, and groups
2.6 Capacitating collaborative networks, initiatives, and groups at the regional level
2.7 Strengthening the national culture that supports dialogue over violence and exclusion
2.8 Strengthening the regional culture that supports peace over conflicts and wars

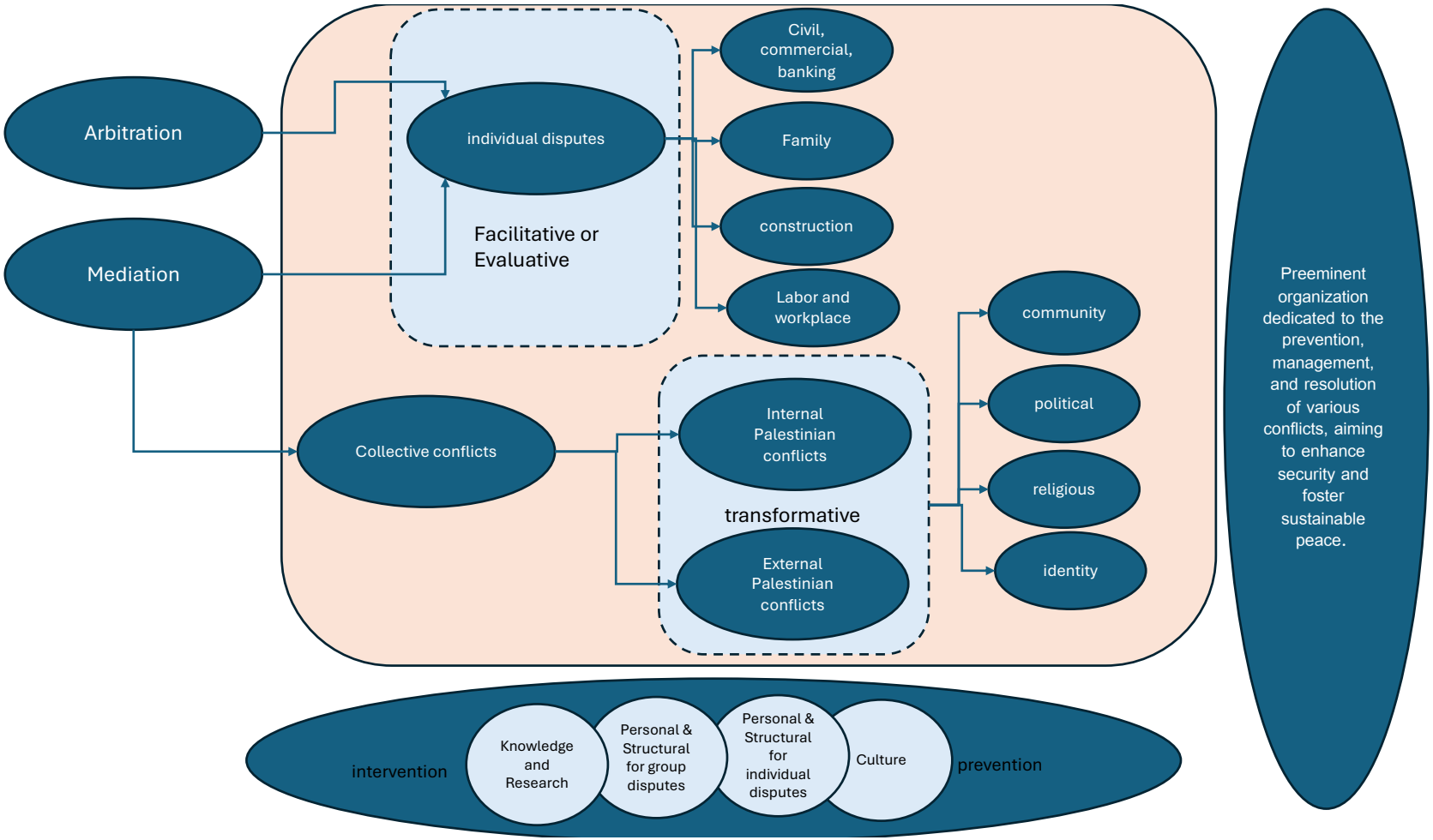
Objective 3: Generate and deliver knowledge in the fields of conflict and humanitarian efforts
3.1 Preparing studies in the areas of disputes and humanitarian work
3.2 Preparing statistics and reports focused on conflict and civil peace
3.3 A research review of public policies focused on conflict and humanitarian work

Objective 4: Enhance administrative efficiency and organization to support the institution's mission and objectives.
4.1 Systematic enhancement of institutional structures to attain optimal efficiency
4.2 Enhance internal communication and streamline coordination efforts
4.3 Enhancing oversight and assessment frameworks

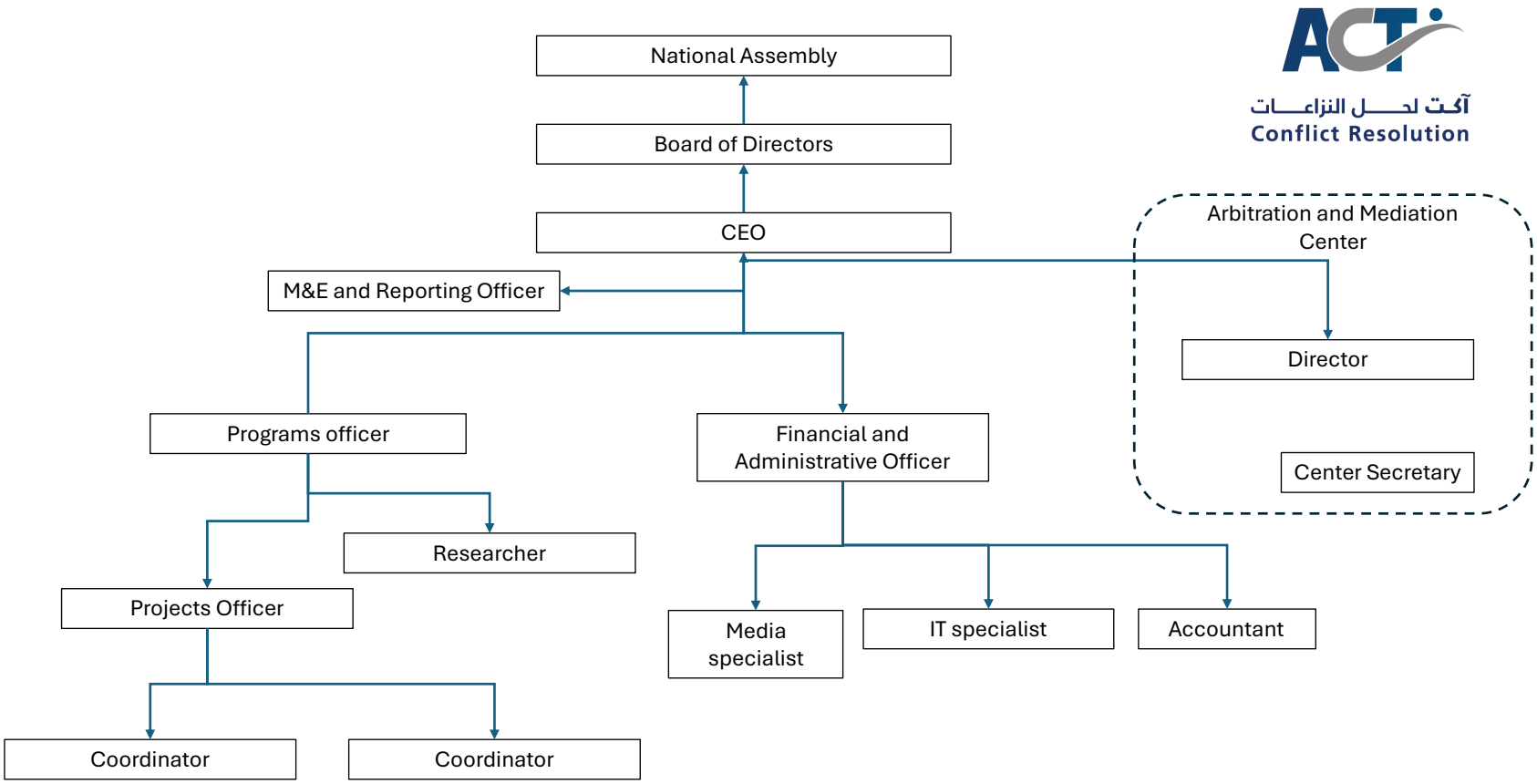
Theory of Change ToC




Our Intention
Mindset change: paradigm shift to focus on solutions rather than problems
Our Approach
binding
facilitative
evaluative
Non-binding
Social Transformation and Dialogue
Professional mediation
Arbitration
prevention, management, and resolution of various conflicts, aiming to enhance security and foster sustainable peace.
Regional peace mediation
Community peace mediation
transformative
Transitioning to world of dialogue and peaceful resolutions
Our Activities
prevention
Knowledge and Research
Personal & Structural for group disputes
Personal & Structural for individual disputes
Culture
intervention


Arbitration
Mediation
individual disputes
Facilitative or Evaluative
Civil, commercial, banking
Family
construction
Labor and workplace
Collective conflicts
Internal Palestinian conflicts
transformative
External Palestinian conflicts
community
political
religious
identity
Preeminent organization dedicated to the prevention, management, and resolution of various conflicts, aiming to enhance security and foster sustainable peace.
intervention
Knowledge and Research
Personal & Structural for group disputes
Personal & Structural for individual disputes
Culture
prevention

Organizational Structure



Action Plan

Activities/projects	Indicators	Outputs	2024	2025	2026	2027
1. ***Objective 1: Establish a conducive framework and environment to effectively address individual conflicts***						
1.1 Creating dedicated hubs to address individual disputes						
1.1.1 Establish ACT Center for Mediation and Arbitration	# of centers established	Mediation center in Jerusalem and Nablus				
1.1.2 Preparing the governance system for the Mediation and Arbitration Center (administrative rules that include the organizational structure, the center's goal, the preparation of strategic and marketing plans, a performance evaluation system for the center, a professional code of conduct, and tasks and responsibilities)	The center is operationalized	The Arbitration and Mediation Center is structured and staffed in alignment with the governance framework.				
1.2 Building the capabilities of individuals and centers to effectively manage individual disputes						
1.2.1 Enhancing the capabilities of a cohort of mediators focused on resolving individual disputes in civil, commercial, and family matters.	Number of mediators who have been trained	Center certified mediators				
1.2.2 Enhancing the capabilities of a cohort of arbitrators focused on resolving individual disputes (civil, commercial, and family)	Number of arbitrators who have been trained	Center certified arbitrators				
1.3 Review policies supporting the resolution of individual disputes						
1.3.1 Perform an in-depth analysis of existing policies concerning individual dispute resolution, including HR guidelines and legal frameworks.	# of policies analyzed	Policy analysis papers				
1.3.2 Recognize and test forward-thinking policies or practices that can	Number of revised policies	Policy papers				

be tailored or embraced to enhance the existing framework						
1.4 Regulating the rules of mediation and arbitration						
1.4.1 Developing institutional mediation guidelines	Mediation guidelines have been established.	Mediation rules				
1.4.2 Analyze and enhance the framework for institutional arbitration rules	The rules governing institutional arbitration have undergone revisions.	Institutional arbitration rules				
1.4.3 Developing a comprehensive training guide for institutional mediation	A comprehensive manual for mediation training has been developed.	Mediation training manual				
1.4.4 Developing a comprehensive guide to institutional mediation processes	A comprehensive guide outlining the procedures for institutional mediation has been developed.	An explanatory guide to institutional mediation procedures				
1.4.5 Developing a comprehensive training guide for institutional arbitration	A comprehensive manual for mediation training has been developed.	Mediation training manual				
1.4.6 Developing a comprehensive guide to institutional arbitration procedures	A comprehensive guide outlining the procedures for institutional mediation has been developed.	An explanatory guide to institutional mediation procedures				
1.5 Activating supportive centers to deal with individual disputes						
1.5.1 Resolution of civil, commercial, and family disputes through mediation	# of registered cases and the number of cases where an agreement has been achieved	Cases registrar				
1.5.2 Resolution of civil, commercial, and family disputes through arbitration	# of registered cases alongside the # of cases resolved	Cases reports				
1.5.3 Assessing the performance of support centers	# of assessed centers	Evaluation criteria Centers evaluation reports				
2. *Objective 2:* Establish a supportive framework and environment that promotes dialogue over violence and exclusion to effectively address collective conflicts.						
2.1 Strengthening collaborative networks, initiatives, and groups at the internal level						
2.1.1 Create networks and initiatives for mediation and community dialogue	# of networks, mediation efforts, and community discussions	Specialized networks and initiatives				
2.1.2 Develop guidelines and code of ethics for networks/ groups/ initiatives	A comprehensive guide to administrative procedures has been developed.	Guidelines and code of ethics for networks and initiatives				
2.2 Enhancing the skills and effectiveness of networks and initiatives						

2.2.1 Develop training initiatives and simulation activities that equip communities and groups to address and resolve group conflicts.	# of training programs	Training programs				
2.2.2 Conducting training sessions for networks and initiatives	# of networks and initiatives trained	Trained networks and initiatives				
2.3 Review policies that facilitate the management of public disputes						
2.3.1 Forming a policy support group to engage in roundtable discussions on contentious social and political issues.	# of established groups # of sessions held	Policy Support Group to address contentious social and political matters established				
2.4 Developing guidelines and systems						
2.4.1 Developing a comprehensive training manual for community mediation	Training manual for community mediation developed	Training manual for community mediation				
2.4.2 Developing a comprehensive guide for community mediation processes (transformative mediation)	Comprehensive guide for community mediation processes developed	Comprehensive guide for community mediation processes				
2.5 Mobilizing support networks, initiatives, and groups						
2.5.1 Engage in the internal Palestinian political discourse and facilitate mediation initiatives among the disputing factions.	# of sessions engaged in # of workshops that resulted in a consensus on policy	Political dialogue sessions reports				
2.5.2 Engage in mediation and dialogue initiatives to avert and resolve community conflicts and public disputes.	# of sessions engaged in # of resolved disputes	Sessions reports				
2.6 Capacitating collaborative networks, initiatives, and groups at the regional level						
2.6.1 Creating frameworks that foster dialogue and security within the region	Frameworks that foster dialogue and security within the region developed	Frameworks that foster dialogue and security within the region				
2.6.2 Developing guidelines and code of ethics	Guidelines and code of ethics developed	Guidelines and code of ethics				
2.6.3 Enhancing the capabilities of a regional team to collaborate effectively with the network	# of activists with enhanced capability that are collaborating with the network	Activists with enhanced capability that are collaborating with the network				
2.6.4 Analysis and evaluation of regional disputes	# of studies and evaluation reports	studies and evaluation reports				

2.6.5 Organizing regional conferences and workshops	# of conferences and workshops	Conferences and workshops				
2.7 Strengthening the local culture that supports dialogue over violence and exclusion						
2.7.1 Promoting the principles of mediation and dialogue within the educational framework (peer mediation in schools, mediation clinic in universities)	Number of schools in which the culture of mediation was disseminated Number of universities in which the culture of mediation has been spread	effective peer mediation in educational settings Successful peer mediation in higher education institutions				
2.7.2 Implement initiatives and promotional efforts to enhance understanding of alternative dispute resolution (ADR) methods within the community.	Number of lobbying and advocacy campaigns Number of people familiar with lobbying and advocacy campaigns	Lobbying and advocacy initiatives				
2.7.3 Forge alliances with essential stakeholders including courts, law enforcement, non-governmental organizations, and the private sector.	Number of memorandums of understanding Number of joint projects	Strategic alliances				
2.7.4 Implementing peace and dialogue education within community learning to instill these values from an early age (utilizing theatre, cinema, music, and sports)	Number of community learning initiatives Number of students who were exposed to community learning	Performing arts, film, contests focused on fostering peace education and dialogue				
2.7.5 Establish dialogue groups within communities, enabling diverse groups to engage in discussions about their differences, share perspectives, and acquire conflict resolution skills.	Number of dialogue groups	Dialogue circles				
2.7.6 Executing a comprehensive media initiative (podcasts, radio spots, posters, radio and television interviews, video and reel production,...)	Number of media campaigns	Promotional initiatives				
2.7.7 Facilitating open forums or “peace dialogues”	Number of forums held	Public discussions and “peace dialogue forums”				
2.8 Strengthening the regional culture that supports peace over conflicts and wars						
2.8.1 Organize regional and international webinars focused on arbitration and mediation	# of webinars	Webinars				

2.8.2 Executing a comprehensive media initiative at the regional scale	# of media campaigns	Media campaigns				
2.8.3 Facilitating open forums or "peace dialogues"	# of forums	Forums				
2.8.4 Regional lobbying and advocacy initiatives	# of lobbying and advocacy initiatives	Lobbying and advocacy initiatives				
3. Objective 3: Generate and deliver knowledge in the fields of conflict and humanitarian efforts						
3.1 Preparing studies in the areas of disputes and humanitarian work						
3.1.1 Conducting research on public perceptions regarding the adoption and acceptance of alternative dispute resolution methods	# research efforts	Researches				
3.1.2 Develop and disseminate white papers exploring innovative security strategies, including community policing, restorative justice, and nonviolent intervention.	# of documents generated # of individuals who accessed the documents	Papers				
3.1.3 Establish an online platform or knowledge hub that provides access to research, case studies, training materials, and other resources pertinent to conflict resolution.	The online platform established # of visitors/users of the platform	Platform				
3.1.4 Conduct comprehensive studies on violence.	# of intricate analyses # of individuals who accessed the research	Studies				
3.2 Preparing statistics and reports focused on conflict and civil peace						
3.2.1 Developing reports around violence in schools and universities	# of reports % of universities covered % of schools covered	Reports				
3.2.2 Civil Peace Observatory Project	The Civil Peace Observatory Project launched # of observed indicators	Observatory reports				
3.2.3 Mediation and Arbitration Journal	Mediation and Arbitration Journal launched	Mediation and Arbitration Journal				
3.3 A research review of public policies focused on conflict and humanitarian work						
3.3.1 Development of a journal focusing on "peacebuilding, security, and violence Studies".	The Journal of Studies was launched. # of participating researchers # of readers	Journal of Security, Peacebuilding, and Violence Studies				

4. Objective 4: Enhance administrative efficiency and organization to support the institution's mission and objectives.						
4.1 Systematic enhancement of institutional structures to attain optimal efficiency						
4.1.1 Adjusting the organizational structure to align with the new strategy	Organizational structure developed	Organizational structure				
4.1.2 Developing the human resources system and clarifying roles and responsibilities	% of positions with defined roles and responsibilities Human resources system developed	Human resources system				
4.2 Enhance internal communication and streamline coordination efforts						
4.2.1 Revise the communication strategy.	Communication strategy revised	Communication strategy				
4.2.2 Establish and utilize consistent communication protocols (e.g., dashboards, reports, meetings) to guarantee transparency	Communication protocols defined	% compliance with the protocols				
4.2.3 Develop a central platform for exchange of information	Platform for exchange of information developed	Platform for exchange of information				
4.3 Enhancing oversight and assessment frameworks						
4.3.1 Define key performance indicators to assess the efficacy of administrative processes.	List of indicators defined	List of indicators				
4.3.2 Monitor the strategy indicators	Monitoring reports submitted	Monitoring reports				
4.3.3 Evaluate the strategy	Evaluation report submitted	Evaluation reports				

Monitoring Framework

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
1. Objective 1: Establish a conducive framework and environment to effectively address individual conflicts	The ratio of the number of successful cases to the number of cases received by the centers	Successful cases are cases that have reached to a satisfactory conclusion from both sides through ADR	Centers' data	Document analysis	TBD	TBD
	The proportion of individuals who are likely to utilize mediation and arbitration services	Utilize here means the intention to utilize it in the case of dispute	Citizens	Questionnaire (observatory)	TBD	TBD
	The degree of satisfaction among participants in the conflict resolution process with the structure and environment	Participants are the two disputed parties	The disputed parties	Questionnaire (Centers)	TBD	TBD
	The proportion of targeted regions that have at least one accessible support center for individual disputes.	Regions are cities and communities	Centers' data	Document analysis	TBD	TBD
1.1 Creating dedicated hubs to address individual disputes	# of centers that have started accepting applications	Receiving requests (either through programs or directly through citizens' requests)	Centers reports	Document analysis	TBD	TBD
	Satisfaction rate of participants regarding the services they received	Individuals who participated in conflict resolution processes in the same centers	Participants in conflict resolution processes	Document analysis	TBD	TBD
1.1.1 Establish ACT Center for Mediation and Arbitration	# of centers established	Established means received the license to operate	ACT reports	Document analysis	0	100%
	% of posts employed	In accordance to the agreed upon hierarchy	ACT reports	Document analysis	No	Yes
1.1.2 Preparing the governance system for the Mediation and Arbitration Center	The organizational structure has been prepared	The internal organizational structure of the center	Organizational structure	Document analysis	No	Yes
	Strategic and marketing plans prepared	Strategic and marketing plans for each center	Strategic and marketing plans	Document analysis	No	Yes

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
	A performance evaluation system for the center has been prepared	The evaluation system for each center	A performance evaluation system for the center	Document analysis	No	Yes
	A professional code of conduct has been prepared	Code of conduct for each center	Code of conduct	Document analysis	No	Yes
	The human resources system has been prepared	The human resources system for each center	Human resources system	Document analysis	No	Yes
1.2 Building the capabilities of individuals and centers to effectively manage individual disputes	# of trained mediators or conflict resolution specialists working in each center to deal with individual disputes.	The number of employees is counted according to gender and region	Centers reports	Document analysis	TBD	TBD
	% of mediators and arbitrators who possess the necessary skills to resolve disputes	The necessary specialized skills in the field according to the skills determined by the institution	mediators and arbitrators receiving the services	Document analysis	TBD	TBD
1.2.1 Enhancing the capabilities of a cohort of mediators focused on resolving individual disputes in civil, commercial, and family matters.	# of mediators who have been trained # of issued certificates	Certificates are accredited by the Center	Centers reports	Document analysis	TBD	TBD
1.2.2 Enhancing the capabilities of a cohort of arbitrators focused on resolving individual disputes (civil, commercial, and family)	# of arbitrators who have been trained # of issued certificates	Certificates are accredited by the Center	Centers reports	Document analysis	TBD	TBD
1.3 Review policies supporting the resolution of individual disputes	# of audits or evaluations conducted to ensure that updated policies are effectively applied in dealing with individual disputes.	Audits by the organization or external evaluations	Centers reports	Document analysis	TBD	TBD
	% of positive comments from employees, mediators, or individuals involved in disputes regarding the clarity, relevance, and effectiveness of the updated policies.	Feedback through ongoing and seasonal evaluations	employees, mediators, or individuals involved in disputes	Questionnaire	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
1.3.1 Perform an in-depth analysis of existing policies concerning individual dispute resolution, including HR guidelines and legal frameworks	Number of revised policies	Policies/laws/procedures	Centers' data	Document analysis	TBD	TBD
	The number or percentage of relevant stakeholders consulted during the policy review process.	Relevant stakeholders (e.g. mediators, legal experts, community members)	Centers' data	Document analysis	TBD	TBD
1.3.2 Recognize and test forward-thinking policies or practices that can be tailored or embraced to enhance the existing framework	Number of policies that have been adapted	Policies/laws/procedures	Centers data	Document analysis	TBD	TBD
1.4 Regulating the rules of mediation and arbitration	% of mediators, arbitrators and participants adhering to the newly regulated rules	Rules are: policies/laws/procedures	Case reports	Document analysis	TBD	TBD
	% of mediators, arbitrators and stakeholders who reported that the rules are clear, understandable and easily accessible	Rules are: policies/laws/procedures	Mediators, arbitrators and stakeholders	Questionnaire	TBD	TBD
1.4.1 Developing institutional mediation guidelines	Mediation guidelines have been established.	Internal mediation guidelines	Mediation guidelines and rules	Document analysis	No	Yes
1.4.2 Analyze and enhance the framework for institutional arbitration rules	The rules governing institutional arbitration have undergone revisions.	The rules governing institutional arbitration	The rules governing institutional arbitration	Document analysis	No	Yes
1.4.3 Developing a comprehensive training guide for institutional mediation	A comprehensive manual for mediation training has been developed.	Internal manual	The manual	Document analysis	No	Yes
1.4.4 Developing a comprehensive guide to institutional mediation processes	A comprehensive guide outlining the procedures for institutional mediation has been developed.	Internal guide	The guide	Document analysis	No	Yes
1.4.5 Developing a comprehensive training guide for institutional arbitration	A comprehensive manual for mediation training has been developed.	Internal manual	The manual	Document analysis	No	Yes
1.4.6 Developing a comprehensive guide to	A comprehensive guide outlining the procedures for	Internal guide	The guide	Document analysis	No	Yes

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
institutional arbitration procedures	institutional mediation has been developed.					
1.5 Activating supportive centers to deal with individual disputes	% of individuals using support centers who reported satisfaction with the services, mediation process, and outcomes	The number of those satisfied with the services / the number of recipients of the services	Individuals who use support centers	Questionnaire	TBD	TBD
	Average percentage of cases treated monthly in relation to the center's capacity	Monthly case rate/monthly capacity	Centers data	Document analysis	TBD	TBD
1.5.1 Resolution of civil, commercial, and family disputes through mediation	# of registered cases	Registered, that is, officially entered into the center's register to begin work	Centers data	Document analysis	TBD	TBD
	number of cases where an agreement has been achieved	Agreement is the satisfactory agreement of both sides	Centers data	Document analysis	TBD	TBD
1.5.2 Resolution of civil, commercial, and family disputes through arbitration	# of registered cases	Registered, that is, officially entered into the center's register to begin work	Centers data	Document analysis	TBD	TBD
	number of cases where an agreement has been achieved	Agreement is the satisfactory agreement of both sides	Centers data	Document analysis	TBD	TBD
1.5.3 Assessing the performance of support centers	# of evaluated centers	Evaluating the centers according to the evaluation criteria determined by the institution	Centers data	Document analysis	TBD	TBD
2. Objective 2: Establish a supportive framework and environment that promotes dialogue over violence and exclusion to effectively address collective conflicts.	Number of groups approaching to mediation services	Approaching means the desire to obtain services in the event of a group conflict	Political and civil groups	Questionnaire (through the observatory)	TBD	TBD
	The extent to which individuals who participated in the conflict resolution process are satisfied with the structure and environment	Groups who participated in conflict resolution processes in the same centres	Groups who participated in conflict resolution processes	Questionnaire for groups	TBD	TBD
	The percentage of change in incidents within the target population or area after implementing dialogue promotion efforts.	Incidents of violence include verbal and physical violence, conflict situations and exclusionary practices	Population in the targeted area	Questionnaire (observatory)	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
	Percentage of individuals who reported a shift in their attitudes or beliefs towards preferring dialogue and peaceful conflict resolution methods over violence	Shifting attitudes by moving towards alternative means	Population in the targeted area	Questionnaire (observatory)	TBD	TBD
2.1 Strengthening collaborative networks, initiatives, and groups at the internal level	Number of initiatives that contribute to resolving collective conflicts	Initiatives are local and regional networks and groups	Centers data	Document analysis	TBD	TBD
	The extent of satisfaction of the groups that participated in the conflict resolution process with the services provided to them	Groups that participated in conflict resolution processes in the same centers	Groups that participated in conflict resolution processes	Questionnaire for initiatives	TBD	TBD
2.1.1 Create networks and initiatives for mediation and community dialogue	Number of networks, mediation initiatives, and community dialogue.	Local and regional networks and initiatives.	ACT documents	Document analysis	TBD	TBD
2.1.2 Develop guidelines and code of ethics for networks/ groups/ initiatives	A guide to administrative procedures has been prepared	A procedures guide for each initiative	ACT documents	Document analysis	TBD	TBD
	Codes of conduct have been prepared	Codes of conduct for each initiative	ACT documents	Document analysis	TBD	TBD
2.2 Enhancing the skills and effectiveness of networks and initiatives	The percentage of mediators who possess the necessary skills to resolve group disputes	the necessary specialized skills in the field, according to the skills determined by ACT	Mediators & Recipients of services	Tests & Questionnaire for service recipients	TBD	TBD
2.2.1 Develop training initiatives and simulation activities that equip communities and groups to address and resolve group conflicts.	# of training programs	Training programs: trainer guide and trainee guide	Training programs	Document analysis	TBD	TBD
2.2.2 Conducting training sessions for networks and initiatives	# of networks and initiatives trained	Local and regional networks and initiatives	ACT documents	Document analysis	TBD	TBD
	The number of audits or evaluations conducted to	Audits by the organization or external evaluations	ACT documents	Document analysis	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
2.3 Review policies that facilitate the management of public disputes	ensure that updated policies are being applied correctly					
	Percentage of positive comments from employees, mediators, or individuals involved in disputes regarding the clarity, relevance, and effectiveness of the updated policies.	Feedback through ongoing and seasonal evaluations	Employees, mediators or individuals involved in disputes	Questionnaire	TBD	TBD
2.3.1 Forming a policy support group to engage in roundtable discussions on contentious social and political issues.	# of established groups	Create a policy support group to discuss controversial social and political issues	ACT documents	Document analysis	TBD	TBD
	# of sessions held	Sessions and meetings to discuss policies	ACT documents	Document analysis	TBD	TBD
2.4 Developing guidelines and systems	The extent of networks' satisfaction with evidence and systems	Networks: Members of local and regional networks and initiatives	Members of local and regional networks and initiatives	Questionnaire	TBD	TBD
2.4.1 Developing a comprehensive training manual for community mediation	Training manual for community mediation developed	Training manual for community mediation	ACT documents	Document analysis	No	Yes
2.4.2 Developing a comprehensive guide for community mediation processes (transformative mediation)	Comprehensive guide for community mediation processes developed	Comprehensive guide for community mediation processes	ACT documents	Document analysis	No	Yes
2.5 Mobilizing support networks, initiatives, and groups	Number of local issues discussed	Local political and social issues	ACT documents	Document analysis	TBD	TBD
2.5.1 Engage in the internal Palestinian political discourse and facilitate mediation initiatives among the disputing factions.	# of sessions engaged in	Political dialogue sessions	ACT documents	Document analysis	TBD	TBD
	# of workshops that resulted in a consensus on policy	The workshops that comes out with a signed policy paper	ACT documents	Document analysis	TBD	TBD
2.5.2 Engage in mediation and dialogue initiatives to avert and	# of sessions engaged in	Social dialogue sessions	ACT documents	Document analysis	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
resolve community conflicts and public disputes.	# of resolved disputes	Which comes out with a signed policy paper	ACT documents	Document analysis	TBD	TBD
2.6 Capacitating collaborative networks, initiatives, and groups at the regional level	Number of regional issues discussed	Regional political and social issues	ACT documents	Document analysis	TBD	TBD
2.6.1 Creating frameworks that foster dialogue and security within the region	# of networks	Networks that foster dialogue and security within the region developed	ACT documents	Document analysis	TBD	TBD
2.6.2 Developing guidelines and code of ethics	Guidelines and code of ethics developed	Internal guidelines	ACT documents	Document analysis	No	Yes
2.6.3 Enhancing the capabilities of a regional team to collaborate effectively with the network	# of training courses held	Group mediation sessions	ACT documents	Document analysis	No	Yes
2.6.4 Analysis and evaluation of regional disputes	# of studies and evaluation reports	The studies are papers analyzing regional conflicts	ACT documents	Document analysis	No	Yes
2.6.5 Organizing regional conferences and workshops	# of conferences and workshops	In-person and electronic conferences and workshops	ACT documents	Document analysis	TBD	TBD
2.7 Strengthening the local culture that supports dialogue over violence and exclusion	Number of community members participating in dialogue-promoting activities	Dialogue-promoting activities are workshops, cultural events, or conflict resolution training.	ACT documents	Document analysis	TBD	TBD
2.7.1 Promoting the principles of mediation and dialogue within the educational framework (peer mediation in schools, mediation clinic in universities)	Number of schools in which the culture of mediation was disseminated	Schools in which the culture of mediation was disseminated	ACT documents	Document analysis	TBD	TBD
	Number of universities in which the culture of mediation has been spread	Universities in which the culture of mediation has been spread	ACT documents	Document analysis	TBD	TBD
2.7.2 Implement initiatives and promotional efforts to enhance understanding of alternative dispute resolution (ADR) methods within the community	Number of lobbying and advocacy campaigns	Lobbying and advocacy campaigns	ACT documents	Document analysis	TBD	TBD
	Number of people reached by the lobbying and advocacy campaigns	People reached, is measured by counts on social media	ACT documents	Document analysis	TBD	TBD
2.7.3 Forge alliances with essential stakeholders including courts, law enforcement, non-governmental organizations, and the private sector.	Number of memorandums of understanding	Memorandums of understanding between the institution and key stakeholders such as the courts, police, NGOs and the private sector	ACT documents	Document analysis	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
	Number of joint projects	Projects either in the development or the implementation phase	ACT documents	Document analysis	TBD	TBD
2.7.4 Implementing peace and dialogue education within community learning to instill these values from an early age (utilizing theatre, cinema, music, and sports)	Number of community learning initiatives	Community learning initiatives are: theater, cinema, competitions in the field of peace education and dialogue	ACT documents	Document analysis	TBD	TBD
	Number of students who were exposed to community learning	They were exposed: that is, they participated or attended	ACT documents	Document analysis	TBD	TBD
2.7.5 Establish dialogue groups within communities, enabling diverse groups to engage in discussions about their differences, share perspectives, and acquire conflict resolution skills.	Number of dialogue groups	Dialogue circles in which they discuss their differences, exchange viewpoints, and learn conflict resolution techniques	ACT documents	Document analysis	TBD	TBD
2.7.6 Executing a comprehensive media initiative (podcasts, radio spots, posters, radio and television interviews, video and reel production,...)	Number of media campaigns	Media campaigns: podcasts, radio spots, posters, radio and television interviews, production of videos and reels,...	ACT documents	Document analysis	TBD	TBD
2.7.7 Facilitating open forums or “peace dialogues”	Number of forums held	Open forums and “peace dialogues”	ACT documents	Document analysis	TBD	TBD
2.8 Strengthening the regional culture that supports peace over conflicts and wars	Number of community members participating in dialogue-promoting activities	Dialogue-promoting activities are workshops, cultural events, or conflict resolution training.	ACT documents	Document analysis	TBD	TBD
2.8.1 Organize regional and international webinars focused on arbitration and mediation	# of webinars	Regional and international webinars on arbitration and mediation	ACT documents	Document analysis	TBD	TBD
2.8.2 Executing a comprehensive media initiative at the regional scale	# of media campaigns	Supportive media campaigns at the regional level	ACT documents	Document analysis	TBD	TBD
2.8.3 Facilitating open forums or “peace dialogues”	# of forums	Open forums or “peace dialogues”	ACT documents	Document analysis	TBD	TBD
2.8.4 Regional lobbying and advocacy initiatives	# of lobbying and advocacy initiatives	Lobbying and advocacy campaigns at the regional level	ACT documents	Document analysis	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
3. Objective 3: Generate and deliver knowledge in the fields of conflict and humanitarian efforts	% of targeted stakeholders who accessed knowledge products through platforms such as websites, publications or online repositories.	Target stakeholders (e.g. NGOs, policy makers, mediators)	ACT documents	Document analysis	TBD	TBD
	% of users (e.g. practitioners, policy makers) who report that the knowledge produced is relevant and useful to their work in conflict resolution and humanitarian efforts (measured through surveys or feedback forms).	Users (e.g. practitioners, policy makers)	Users (e.g. practitioners, policy makers)	Questionnaire	TBD	TBD
	Number of partnerships or collaborations established to co-produce or validate research related to conflict and humanitarian action.	Partnerships with: universities, research centers or research institutions	ACT documents	Document analysis	TBD	TBD
3.1 Preparing studies in the areas of disputes and humanitarian work	Number of policies, practices or humanitarian interventions affected by the organisation's research	Indicating the practical application of the knowledge produced, impacts are calculated from the number of citations or the use of studies as references	Policies and published research	Document analysis	TBD	TBD
	Number of views or shares of research products, articles or online reports related to conflict and humanitarian action	All responses and views are collected via the organization's website or social media platforms	The organization's website and social media platforms	Document analysis	TBD	TBD
3.1.1 Conducting research on public perceptions regarding the adoption and acceptance of alternative dispute resolution methods	# research efforts	Number of studies directly or indirectly related to alternative methods	ACT documents	Document analysis	TBD	TBD
3.1.2 Develop and disseminate white papers exploring innovative security strategies, including community policing,	# of documents generated	A white paper is any report or guide that briefly tells readers about a complex issue and	ACT documents	Document analysis	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
restorative justice, and nonviolent intervention.		provides the writer's understanding of it.				
3.1.3 Establish an online platform or knowledge hub that provides access to research, case studies, training materials, and other resources pertinent to conflict resolution.	The online platform established	The platform is a knowledge portal that can include subscriptions to view and download documents	ACT documents	Document analysis	TBD	TBD
	# of visitors/users of the platform	All responses and views are collected	ACT documents	Document analysis	TBD	TBD
3.1.4 Conduct comprehensive studies on violence.	# of intricate analyses # of individuals who accessed the research	Studies are scientific research in the field	ACT documents	Document analysis	TBD	TBD
3.2 Preparing statistics and reports focused on conflict and civil peace	The number of policies, practices or humanitarian interventions affected by the organization's statistics	Effects are calculated from citation counts or statistics are used as references	Statistics	Document analysis	TBD	TBD
	Number of views or shares of online statistics related to conflict and civil peace	All responses and views are collected via the organization’s website or social media platforms	The organization’s website and social media platforms	Document analysis	TBD	TBD
3.2.1 Developing reports around violence in schools and universities	# of reports	Reports for each school included in the census	Reports	Document analysis	TBD	TBD
	% of schools and universities covered	The percentage is the total number of schools covered by the institution divided by the total number of total schools	ACT documents	Document analysis	TBD	TBD
3.2.2 Civil Peace Observatory Project	The Civil Peace Observatory Project launched	The Observatory is the statistics collection system “Conflict and Humanitarian Action Observatory”	ACT documents	Document analysis	TBD	TBD
	# of observed indicators	Indicators for monitoring conflicts, trends towards alternative means, and humanitarian action	ACT documents	Document analysis	TBD	TBD
3.2.3 Mediation and Arbitration Journal	Mediation and Arbitration Journal launched	Mediation and Arbitration Journal with local and regional articles	ACT documents	Document analysis	TBD	TBD
3.3 A research review of public policies focused on conflict and humanitarian work	Number of citations	Number of citations from Journal of Violence, Security and Peacebuilding Studies	Statistics	Document analysis	TBD	TBD

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
3.3.1 Development of a journal focusing on "peacebuilding, security, and violence Studies".	The Journal of Studies was launched.	Journal of Violence, Security and Peacebuilding Studies	ACT documents	Document analysis	TBD	TBD
	# of participating researchers	Number of researchers during the year	ACT documents	Document analysis	TBD	TBD
4. Objective 5: Enhance administrative efficiency and organization to support the institution's mission and objectives	% of employees who expressed their satisfaction with the efficiency, clarity, and support provided by the organization's administrative structure.	Satisfaction with the nature of work, management style, and clarity of tasks and responsibilities.	Employees	Questionnaire	TBD	TBD
4.1 Systematic enhancement of institutional structures to attain optimal efficiency	The percentage of employees employed according to the structure	The structure is the updated structure	ACT documents	Document analysis	TBD	TBD
4.1.1 Adjusting the organizational structure to align with the new strategy	Organizational structure developed	Updated in accordance with the strategy	ACT documents	Document analysis	No	Yes
4.1.2 Developing the human resources system and clarifying roles and responsibilities	% of positions with defined roles and responsibilities	Updated in accordance with the strategy	ACT documents	Document analysis	TBD	TBD
4.2 Enhance internal communication and streamline coordination efforts	% of employees who reported that internal communications are effective	Internal communications are announcements, updates, and meetings Effective, i.e. timely and clear	Employees	Questionnaire	TBD	TBD
4.2.1 Revise the communication strategy.	Communication strategy revised	Review to match the updated strategy	ACT documents	Document analysis	No	Yes
4.2.2 Establish and utilize consistent communication protocols (e.g., dashboards, reports, meetings) to guarantee transparency	Number of periodic meetings	Internal meetings	ACT documents	Document analysis	TBD	TBD
	Number of periodic reports	Annual reports	ACT documents	Document analysis	0	1
4.2.3 Develop a central platform for exchange of information	Platform for exchange of information developed	The platform includes the resources and sources that can be made available by the organization	ACT documents	Document analysis	No	Yes
4.3 Enhancing oversight and assessment frameworks	% of projects monitored and evaluated	internal projects or activities	ACT documents	Document analysis	TBD	100%

Objectives/Activities	Indicators	Description of indicators	Sources of information	Data gathering tools	Baseline value	Target value 2027
4.3.1 Define key performance indicators to assess the efficacy of administrative processes.	List of indicators defined	Strategy indicators and project indicators	ACT documents	Document analysis	No	Yes
4.3.2 Monitor the strategy indicators	Monitoring reports submitted	Strategy indicators and project indicators	ACT documents	Document analysis	TBD	100%
4.3.3 Evaluate the strategy	Evaluation report submitted	Mid-term and final strategy evaluation	ACT documents	Document analysis	No	Yes

Risk Management Plan

Objective	Risks	Mitigation Measures
Objective 1: Establish a conducive framework and environment to effectively address individual conflicts.		
Creating dedicated hubs to address individual disputes	The center may lack the financial resources needed for infrastructure, staff, and operational expenses, leading to limited capacity to provide services or even failure to establish the center.	▪ Develop a comprehensive financial plan that includes funding sources such as government grants, private donors, or partnerships. ▪ Diversify funding streams to reduce dependence on a single source. ▪ Establish contingency funds to address unexpected financial challenges
	Difficulty in recruiting or retaining experienced mediators, counselors, or administrative staff, which could affect the quality of services offered.	▪ Offer competitive salaries and benefits to attract skilled professionals. ▪ Invest in ongoing training for staff to build capacity and ensure high-quality service. ▪ Create clear career development pathways to improve retention of staff.
	The local community may not be aware of the center's existence or may be hesitant to use its services due to cultural or social stigma.	▪ Implement awareness campaigns using local media, community events, and partnerships with influential community leaders. ▪ Engage local stakeholders during the planning phase to ensure the center is aligned with community needs and values. ▪ Provide educational programs that emphasize the benefits of peaceful conflict resolution.
	Some communities may have deep-rooted traditions or norms that discourage dialogue or mediation, leading to resistance or rejection of the center's services.	▪ Conduct cultural sensitivity training for staff to ensure they respect and understand local customs. ▪ Collaborate with local leaders and influential figures to promote acceptance of mediation as an alternative to conflict. ▪ Tailor services to be culturally appropriate and flexible to the needs of different demographic groups.
	Conflicts can sometimes escalate, putting the center's staff and clients at risk of physical harm or intimidation, particularly in volatile regions.	▪ Establish security protocols for staff and visitors, including secure facilities and trained security personnel.

Objective	Risks	Mitigation Measures
		▪ Implement de-escalation training for staff to manage potentially aggressive clients or situations.
Building the capabilities of individuals and centers to effectively manage individual disputes	Lack of quality training materials, trainers or insufficient time for training can lead to insufficient capacity building for both individuals and centres.	▪ Ensure access to expert trainers with proven experience in conflict resolution and mediation. ▪ Develop or obtain comprehensive training materials covering basic conflict resolution skills, tailored to the local context. ▪ Incorporate flexible training schedules to accommodate participant availability and ensure comprehensive training. ▪ Provide continuous learning opportunities through refresher courses and advanced training modules
	High turnover can result in losing trained individuals, creating a continuous need for retraining and gaps in service delivery.	▪ Invest in staff retention strategies, such as competitive compensation, professional development opportunities, and creating clear career paths. ▪ Implement succession planning and cross-training to ensure continuity even if key staff members leave. ▪ Motivate participation in training by offering certificates or recognition that enhance job prospects. ▪ Develop mentorship programs to retain institutional knowledge.
	Difficulty in Measuring Progress and Effectiveness: It may be challenging to assess whether capacity-building efforts are translating into improved conflict resolution outcomes.	▪ Develop clear KPIs and evaluation frameworks to track the progress of individuals and centers in their conflict resolution roles. ▪ Conduct periodic assessments and gather feedback from clients and stakeholders on the effectiveness of the trained staff. ▪ Use case studies and impact reports to demonstrate the success of capacity-building programs.
Review policies supporting the resolution of individual disputes	Resistance to Policy Changes: Stakeholders (such as staff, policymakers, or institutions) may resist changes to existing policies due to a preference for the status quo or fear of new regulations.	▪ Engage stakeholders early in the review process to gather input and address concerns. ▪ Communicate the benefits of policy changes clearly and how they will improve conflict resolution. ▪ Use incremental changes to ease the transition rather than implementing all changes at once. ▪ Provide training and support to help stakeholders adapt to new policies.

Objective	Risks	Mitigation Measures
	Lack of Comprehensive Data :Incomplete or outdated data may be used to review policies, leading to ineffective or irrelevant changes.	▪ Conduct a thorough data collection and analysis process before making recommendations for policy changes. ▪ Collaborate with experts in conflict resolution to ensure the data used is accurate and relevant. ▪ Use evidence-based approaches when reviewing policies, relying on current research and case studies.
	Overly Complex or Bureaucratic Policies :Reviewed policies may become too complex or bureaucratic, making them difficult for individuals and centers to implement effectively.	▪ Ensure policies are clear, concise, and practical for implementation at the local level. ▪ Simplify procedures and remove unnecessary bureaucracy wherever possible. ▪ Pilot new policies on a small scale to test their effectiveness and identify potential complexities before full implementation.
	Lack of Buy-In from Key Stakeholders :Key stakeholders (e.g., government agencies, community leaders, or other organizations) may not fully support or commit to policy changes, hindering their effectiveness.	▪ Involve key stakeholders throughout the review process to build ownership and ensure their concerns are addressed. ▪ Highlight success stories or case studies to show how similar policies have worked in other contexts. ▪ Use advocacy and communication campaigns to build broader support for the new policies.
Regulating the rules of mediation and arbitration	Inconsistent Application of Rules :Mediators and arbitrators may apply the rules inconsistently, leading to unfair outcomes, confusion, or challenges to the legitimacy of the process.	▪ Develop clear, standardized procedures for applying the rules to ensure consistency across all cases. ▪ Provide ongoing training and certification for mediators and arbitrators to ensure they understand and consistently apply the rules. ▪ Set up a monitoring and evaluation system to regularly assess compliance and address any inconsistencies.
	Overcomplication of the Process :If the rules are too complicated or bureaucratic, they can make the mediation or arbitration process slow, expensive, or inaccessible to disputants.	▪ Simplify the rules wherever possible to make them easy to understand and implement without reducing fairness. ▪ Ensure that the process remains cost-effective and time-efficient by streamlining administrative procedures and limiting unnecessary formalities. ▪ Offer guides or support tools (e.g., templates, checklists) to help mediators, arbitrators, and participants navigate the rules efficiently.

Objective	Risks	Mitigation Measures
	Limited Access to Trained Mediators and Arbitrators :If the rules require specific qualifications or training, there may be a shortage of qualified professionals, especially in remote or underserved areas.	▪ Invest in training programs to build a network of certified mediators and arbitrators, ensuring sufficient availability. ▪ Offer incentives for training and certification, such as scholarships or subsidies, especially in regions with fewer professionals. ▪ Utilize digital platforms to expand access to training and certification programs, allowing more widespread participation.
Activating supportive centers to deal with individual disputes	Inconsistent Quality of Services :The quality of services may vary across different centers, leading to unequal outcomes for individuals seeking conflict resolution.	▪ Develop and implement standard operating procedures (SOPs) and guidelines to ensure consistent service delivery. ▪ Provide regular training and certification for staff to maintain a high standard of mediation and conflict resolution skills. ▪ Implement a monitoring and evaluation system to assess performance and provide continuous feedback.
	Limited Accessibility to Services :Services might not be accessible to certain populations, such as those in remote areas, marginalized groups, or individuals with disabilities.	▪ Establish mobile units or online platforms to provide remote access to services. ▪ Partner with local organizations to reach underserved communities. ▪ Ensure that centers are physically accessible and provide inclusive services for people with disabilities and other vulnerable groups.
	Insufficient Staffing or Expertise :Centers may face staffing shortages or lack personnel with the necessary expertise to handle complex individual disputes effectively.	▪ Recruit and train specialized staff with expertise in conflict resolution, mediation, and counseling. ▪ Offer continuous professional development opportunities to ensure staff can handle emerging conflict resolution challenges. ▪ Establish a roster of external experts who can be called upon when specialized skills are needed.
	Lack of Trust in the Centers :Community members may distrust the centers or perceive them as biased, which could discourage individuals from using the services.	▪ Build community outreach and education programs to raise awareness about the centers and the impartiality of their services. ▪ Ensure transparency in how services are delivered, and encourage feedback from users to build credibility.

Objective	Risks	Mitigation Measures
		▪ Develop community advisory boards to oversee center operations and maintain local accountability.
	Confidentiality Breaches :If confidentiality is not maintained, individuals may be reluctant to use the centers for fear that their personal issues will be exposed.	▪ Establish strict confidentiality protocols and ensure that all staff members are trained to adhere to them. ▪ Use secure systems for storing and handling sensitive information. ▪ Include confidentiality agreements in all client engagements, with clear consequences for breaches.
	Overload and Burnout of Staff :Staff may become overwhelmed by the volume of cases or the emotional toll of dealing with sensitive individual conflicts, leading to burnout and reduced service quality.	▪ Monitor staff workloads to prevent burnout and ensure manageable caseloads. ▪ Provide mental health support for staff, including access to counseling and stress management resources. ▪ Rotate staff or implement break schedules to prevent long-term exhaustion.
Objective 2: Establish a supportive framework and environment that promotes dialogue over violence and exclusion to effectively address collective conflicts		
Strengthening collaborative networks, initiatives, and groups at the internal level	Fragmentation of Local Initiatives :Different networks or initiatives may become fragmented or compete with each other, reducing the overall effectiveness of collective conflict resolution efforts.	▪ Promote coordination and collaboration between various groups through regular meetings, joint projects, and resource sharing. ▪ Establish an umbrella organization or forum where all initiatives can align their efforts, share best practices, and set common goals. ▪ Facilitate mediated dialogue between different initiatives to prevent competition and foster cooperation.
	Political Polarization :Local networks and groups may be influenced by political affiliations or agendas, which could compromise their neutrality and create further divisions in addressing collective conflicts.	▪ Ensure that networks and initiatives maintain a strictly non-partisan stance to avoid political manipulation. ▪ Promote inclusivity by involving diverse stakeholders from different political, social, and ethnic backgrounds. ▪ Establish clear guidelines for participation, emphasizing neutrality and the common goal of peacebuilding and conflict resolution.
	Limited Resources and Capacity :Local networks and initiatives may lack the financial, technical, and human resources to effectively address collective conflicts at scale.	▪ Secure sustainable funding through partnerships with international organizations, NGOs, and donors

Objective	Risks	Mitigation Measures
		specifically focused on community-based conflict resolution. ▪ Provide capacity-building programs to train local leaders, facilitators, and mediators in conflict resolution techniques and community organizing. ▪ Encourage resource-sharing between groups, such as shared meeting spaces, training materials, and logistical support.
	Cultural and Social Sensitivities :Collective conflicts often involve deep-rooted social, cultural, and historical grievances, which may complicate conflict resolution efforts and lead to misunderstandings or backlash from the community.	▪ Engage cultural and religious leaders to ensure that initiatives are respectful of local customs, traditions, and social norms. ▪ Conduct cultural sensitivity training for all network members to enhance their understanding of local dynamics and avoid offending community values. ▪ Promote dialogue-based approaches that respect local cultural norms while promoting peace and reconciliation.
	Limited Long-Term Sustainability: After initial empowerment, networks and initiatives may struggle to maintain momentum or institutionalize their efforts, leading to short-lived impacts.	▪ Create sustainability plans that include capacity-building, resource generation, and leadership development within local networks. ▪ Foster local ownership by ensuring that community members are deeply involved in decision-making and long-term planning. ▪ Develop partnerships with external agencies that can provide long-term support while gradually transferring leadership to local actors.
	Escalation of Conflicts: In some cases, efforts to address collective conflicts may inadvertently escalate tensions, especially if one side feels threatened or misrepresented by the process.	▪ Conduct conflict mapping and risk assessments to understand the dynamics of the conflict before engaging. ▪ Use neutral facilitators to ensure that all sides are represented fairly and that discussions remain constructive. ▪ Implement confidence-building measures at the outset to reduce the risk of escalation, such as informal dialogue or small cooperative projects before tackling major disputes.
	Community Fatigue and Disengagement: Communities may experience fatigue from constant dialogue and peace	▪ Celebrate small wins and milestones to show progress and keep communities motivated.

Objective	Risks	Mitigation Measures
	initiatives, especially if previous efforts have not yielded tangible results.	▪ Ensure that initiatives have tangible benefits, such as improved community relations, economic cooperation, or joint projects, to sustain engagement. ▪ Vary the formats of engagement, incorporating cultural events, sports, or art projects to keep the community invested in the conflict resolution process.
Enhancing the skills and effectiveness of networks and initiatives	Lack of quality training materials, trainers or insufficient time for training can lead to insufficient capacity building for both individuals and centres.	▪ Ensure access to expert trainers with proven experience in conflict resolution and mediation. ▪ Develop or obtain comprehensive training materials covering basic conflict resolution skills, tailored to the local context. ▪ Incorporate flexible training schedules to accommodate participant availability and ensure comprehensive training. ▪ Provide continuous learning opportunities through refresher courses and advanced training modules
	Difficulty in Measuring Progress and Effectiveness: It may be challenging to assess whether capacity-building efforts are translating into improved conflict resolution outcomes.	▪ Develop clear KPIs and evaluation frameworks to track the progress of individuals and centers in their conflict resolution roles. ▪ Conduct periodic assessments and gather feedback from clients and stakeholders on the effectiveness of the trained staff. ▪ Use case studies and impact reports to demonstrate the success of capacity-building programs.
Review policies that facilitate the management of public disputes	Political Resistance or Interference: Political actors or interest groups may resist changes to policies or attempt to influence the review process for their own benefit, potentially undermining the neutrality and effectiveness of the review.	▪ Engage all key stakeholders early in the process, including political actors, to build a sense of ownership and reduce resistance. ▪ Ensure the review is conducted transparently, with open consultations and public feedback mechanisms to counteract undue influence. ▪ Use independent experts to guide the review process and produce evidence-based recommendations, ensuring impartiality.
	Failure to Address Root Causes of Conflict: Policy reviews may focus on surface-level issues and fail to address deeper, systemic causes of public conflicts, such as inequality, injustice, or exclusion.	▪ Ensure that the policy review includes a thorough analysis of the root causes of public conflicts, using conflict mapping and stakeholder consultations.

Objective	Risks	Mitigation Measures
		▪ Collaborate with experts in fields like human rights, social justice, and governance to develop comprehensive policies that tackle structural issues. ▪ Incorporate long-term conflict prevention strategies within the policy framework, such as measures to promote social cohesion, economic inclusion, and equitable access to resources.
	Insufficient Stakeholder Engagement: Key stakeholders, including affected communities, civil society organizations, and grassroots movements, may be excluded or inadequately engaged in the policy review, leading to policies that do not reflect the needs and realities of those involved in or affected by public conflicts.	▪ Use an inclusive approach to stakeholder engagement, ensuring that a diverse range of voices is heard, including marginalized and vulnerable groups. ▪ Organize consultation sessions, public hearings, and surveys to gather input from affected communities, civil society organizations, and experts. ▪ Ensure transparency throughout the process, providing feedback to stakeholders on how their input has influenced the policy review.
Developing guidelines and systems	Evidence that is too complex or inaccessible: Evidence and systems may be too complex or technical, making it difficult for local actors, communities or parties to conflict to understand and apply.	▪ Ensure that the language of the guides is simple, clear and accessible, avoiding overly technical jargon. ▪ Develop different versions of the guides (e.g., simplified guides, visual aids, interactive tools) tailored to different audiences (e.g., community leaders, mediators, government officials) ▪ Provide training courses to accompany the manuals, ensuring that users can fully understand and apply the systems in practice.
	Resistance to standardized systems: Some stakeholders may resist using standardized systems or guides, especially if they feel their own methods are more effective or if they do not trust external systems.	▪ Engage stakeholders in developing evidence and systems to build ownership and reduce resistance. ▪ Highlight the benefits of standardized systems, such as fairness, transparency and efficiency, while allowing flexibility to adapt where necessary. ▪ Provide case studies and examples of how systems have successfully resolved similar disputes in other settings to build confidence in the process.
Mobilizing support networks, initiatives, and groups	Political Tensions and Polarization: The Palestinian context is deeply influenced by political divisions and polarization between different factions, which may hinder the acceptance and success of conflict resolution services.	▪ Engage all political factions in the design and implementation of conflict resolution services, ensuring they are seen as neutral and inclusive.

Objective	Risks	Mitigation Measures
		▪ Emphasize non-partisan mediation that prioritizes the interests of the community over political agendas. ▪ Use trusted local mediators and organizations with strong credibility across political lines to lead the efforts.
	Mistrust Among Key Stakeholders: Mistrust between different Palestinian communities, political factions, and authorities could prevent meaningful participation in conflict resolution processes.	▪ Build trust by ensuring transparent, inclusive, and participatory processes, where all parties feel they have an equal voice. ▪ Use confidence-building measures such as joint workshops or community dialogues to foster cooperation and mutual understanding before formal conflict resolution efforts. ▪ Work through local leaders and community influencers to build bridges between conflicting groups.
Capacitating collaborative networks, initiatives, and groups at the regional level	Cultural and Social Differences: The regional level often encompasses diverse cultures, ethnicities, and social norms, which can lead to misunderstandings or conflicting approaches to conflict resolution.	▪ Conduct cultural sensitivity training for network members to foster understanding and respect for different traditions and practices. ▪ Integrate local conflict resolution methods and practices into the broader network framework, ensuring approaches are contextually appropriate. ▪ Promote intercultural dialogue as a key element of the network's activities to strengthen relationships and build common ground between groups.
	Security Threats and Instability: Regional conflicts may involve active violence, terrorism, or other security threats that put network members and initiatives at risk.	▪ Develop security protocols to protect network members, particularly those operating in conflict zones or high-risk areas. ▪ Use remote engagement technologies (e.g., video conferencing, online platforms) to maintain communication and coordination when in-person activities are unsafe. ▪ Collaborate with local and international security actors to ensure that network activities are conducted in a secure environment.
	Lack of Sustainable Funding and Resources: Without sustained financial and logistical support, regional networks and initiatives may struggle to remain active and effective in addressing conflicts.	▪ Create a diversified funding strategy that taps into multiple sources, including local governments, international donors, and private sector partnerships.

Objective	Risks	Mitigation Measures
		▪ Build self-sustaining models within the network, such as generating income through capacity-building services, consultancies, or membership fees. ▪ Establish a resource-sharing platform within the network where members can pool resources, expertise, and tools to enhance collective capacity.
	Resistance from Local Communities or Authorities: Local communities or regional authorities may resist the involvement of external networks or initiatives in conflict resolution, viewing them as interfering or threatening their authority.	▪ Engage local communities and leaders early in the process, ensuring that they have a sense of ownership and partnership in the network's initiatives. ▪ Demonstrate the benefits of the network by aligning its activities with the local communities' needs and priorities, ensuring that conflict resolution efforts are seen as supportive rather than disruptive. ▪ Work to build trust with regional authorities by maintaining transparency, offering to share knowledge, and respecting local governance structures.
Strengthening the local culture that supports dialogue over violence and exclusion	Resistance from Traditional or Violent Groups: Groups with vested interests in maintaining conflict or exclusionary practices (e.g., political factions, militias, or gangs) may resist or actively undermine efforts to promote dialogue.	▪ Engage local leaders and influencers from these groups in dialogue, finding ways to incorporate their interests into a peaceful framework. ▪ Frame dialogue as beneficial for all parties, highlighting potential gains such as security, economic stability, and community development. ▪ Use confidence-building measures like joint community projects or conflict-mitigation initiatives to show the advantages of dialogue over violence.
	Cultural Resistance to Change: Deeply ingrained cultural norms and practices may resist a shift toward dialogue and inclusivity, especially in communities where violence or exclusion has been normalized.	▪ Conduct cultural sensitivity training to ensure that messaging around dialogue aligns with local values and traditions. ▪ Incorporate local customs and conflict resolution methods into the dialogue process, blending traditional and modern approaches. ▪ Partner with respected community figures, such as elders, religious leaders, or influential families, to advocate for dialogue within their cultural framework.

Objective	Risks	Mitigation Measures
	Mistrust Among Community Members: Communities affected by longstanding conflict may harbor deep mistrust, making it difficult to foster open dialogue and inclusion.	▪ Establish trust-building activities, such as community meetings, shared celebrations, or collaborative efforts, to create safe spaces for interaction. ▪ Use neutral facilitators or mediators trusted by all sides to ensure that the dialogue process is perceived as fair and unbiased. ▪ Encourage small, incremental steps in dialogue, starting with less contentious issues to build confidence before tackling deeper conflicts.
	Competing Narratives and Historical Grievances: Historical grievances and competing narratives around conflict can create significant barriers to dialogue, as groups may hold deeply entrenched views that are difficult to reconcile.	▪ Use historical dialogue processes that allow groups to share their narratives and experiences in a structured, respectful setting. ▪ Focus on shared future goals rather than solely on past grievances, helping participants to envision a peaceful future based on dialogue. ▪ Encourage third-party mediation or involvement of neutral facilitators to help bridge divides and manage discussions around sensitive historical issues.
Strengthening the regional culture that supports peace over conflicts and wars	Resistance from Established Power Structures: Political and military leaders who benefit from conflict may resist peace initiatives, viewing them as threats to their power or control.	▪ Engage with key political and military stakeholders to include them in peace dialogues, highlighting the benefits of peace for stability and governance. ▪ Utilize data and case studies that demonstrate how peace can lead to economic growth, stability, and long-term security. ▪ Offer incentives for participation in peace processes, such as international support or economic aid, contingent on their engagement in peace efforts.
	Polarization and Social Fragmentation: Existing social divides may be exacerbated by peace initiatives, leading to further polarization between groups.	▪ Promote inclusive dialogue platforms that bring together diverse groups to discuss shared concerns and goals, fostering a sense of community. ▪ Use collaborative projects that require cooperation between different groups, such as joint community development initiatives, to build trust and relationships. ▪ Monitor and address any emerging tensions swiftly, ensuring that dialogue remains constructive and inclusive. ▪

Objective	Risks	Mitigation Measures
	External Interference and Influences: External actors may manipulate peace efforts for their own agendas, undermining local ownership and authenticity.	▪ Ensure that peace initiatives are locally driven, with external actors playing supportive and advisory roles rather than dictating terms. ▪ Maintain transparency in funding and support, clarifying the roles and motivations of external stakeholders to avoid perceptions of manipulation. ▪ Foster regional collaboration, encouraging neighboring countries to take ownership of peace initiatives and support each other in building a culture of peace.
	Lack of Local Engagement and Ownership: Peace initiatives may fail if local communities do not feel a sense of ownership or investment in the process.	▪ Actively involve local leaders and communities in the design and implementation of peace initiatives, ensuring their voices are heard. ▪ Create community advisory boards to guide peace-building efforts, providing local stakeholders with decision-making power. ▪ Implement feedback mechanisms that allow communities to voice their opinions and concerns throughout the process, making adjustments as needed.
	Cultural Misunderstanding and Miscommunication: Misinterpretation of cultural values and practices can lead to misunderstandings that hinder peace efforts.	▪ Ensure that peace initiatives are designed with input from cultural experts or local leaders who understand the nuances of community dynamics. ▪ Promote cultural awareness training among peace practitioners and facilitators to ensure sensitivity to local customs and practices. ▪ Foster dialogue around cultural differences, encouraging open conversations about values, beliefs, and practices that may affect perceptions of peace and conflict.
	Cultural and Historical Divisions: Historical grievances and cultural differences can fuel mistrust and division, making it challenging to build a unified peace culture.	▪ Facilitate intercultural dialogues that allow different communities to share their histories and experiences, fostering understanding and empathy. ▪ Incorporate cultural narratives and local traditions into peace-building efforts, ensuring that initiatives resonate with community values and identity.

Objective	Risks	Mitigation Measures
		▪ Develop educational programs that promote peace and reconciliation, particularly in schools, to nurture a culture of peace among younger generations.
Objective 3: Generate and deliver knowledge in the fields of conflict and humanitarian efforts		
Preparing studies in the areas of disputes and humanitarian work	Bias in Research Design and Interpretation: Studies may reflect the biases of researchers, stakeholders, or funding sources, leading to skewed results and conclusions.	▪ Use multiple methodologies (qualitative and quantitative) to triangulate data and provide a comprehensive perspective. ▪ Involve diverse stakeholders in the research process, including local communities, to ensure a variety of viewpoints are considered. ▪ Implement peer review processes to ensure the rigor and objectivity of findings before publication.
	Ethical Concerns: Research in conflict and humanitarian contexts may pose ethical dilemmas, including risks to participants' safety and privacy.	▪ Obtain informed consent from participants, clearly explaining the purpose of the research and how their data will be used. ▪ Develop and adhere to a strict ethical framework that prioritizes participant safety and confidentiality. ▪ Use anonymization techniques when presenting data to protect identities, especially in sensitive contexts.
	Misinterpretation or Misuse of Findings: Findings from studies may be misinterpreted or manipulated to support specific agendas or policies, leading to unintended consequences.	▪ Clearly articulate the contextual limitations of the study findings, emphasizing that results may not be universally applicable. ▪ Provide clear recommendations for stakeholders on the appropriate use of findings, including potential risks and considerations. ▪ Engage in outreach and advocacy to communicate findings responsibly and ensure that they are understood in context.
	Data Quality and Reliability Issues: The reliability of data collected in conflict settings may be compromised due to accessibility issues or unstable conditions.	▪ Use mixed methods approaches to cross-validate findings from different sources and enhance reliability. ▪ Train researchers and data collectors in data collection methodologies tailored for conflict and humanitarian contexts to improve data integrity. ▪ Conduct pilot studies to test data collection tools and processes before full-scale implementation.

Objective	Risks	Mitigation Measures
	Limited Access to Information: Researchers may face challenges in accessing reliable data or key informants, especially in volatile environments.	▪ Build local partnerships with NGOs, community organizations, and local researchers who can provide insights and facilitate access. ▪ Utilize technology and remote methods (e.g., surveys, online interviews) to gather data when in-person access is limited. ▪ Develop alternative data sources, such as public records or third-party reports, to supplement primary data collection.
Preparing statistics and reports focused on conflict and civil peace	Misuse of Data and Findings: Statistics may be misused or manipulated by stakeholders to support specific agendas or policies.	▪ Clearly communicate the context and limitations of findings to prevent misinterpretation. ▪ Provide guidelines for appropriate use of data in reports, emphasizing the importance of responsible interpretation. ▪ Engage in outreach efforts to educate stakeholders on the findings and their implications, fostering responsible usage.
	Resource Constraints: Limited resources may hinder the ability to conduct comprehensive data collection and analysis.	▪ Prioritize focused research questions that can be effectively addressed within the available resources. ▪ Seek diverse funding sources, including partnerships with NGOs, academic institutions, or government grants. ▪ Leverage volunteer or student researchers to assist with data collection and analysis, enhancing capacity.
A research review of public policies focused on conflict and humanitarian work	Limited Access to Policy Documents: Researchers may face challenges in accessing relevant public policy documents, particularly in restrictive environments.	▪ Build partnerships with local organizations and researchers who may have access to or knowledge about relevant policies. ▪ Utilize alternative data sources, such as media reports or academic analyses, to supplement the review. ▪ Leverage technology and online databases to access policy documents that may be available publicly.
	Overgeneralization of Findings: The review may draw broad conclusions that do not account for the specific contexts of various policies.	▪ Clearly define the scope and limitations of the review, indicating the contexts in which findings are applicable. ▪ Include case studies or specific examples to illustrate nuanced findings, ensuring context is provided. ▪ Engage in contextual analyses to explore how different factors influence policy effectiveness.

Objective	Risks	Mitigation Measures
	Resistance from Policy Makers: Policymakers may be resistant to changing policies based on research findings, especially if they perceive a threat to their authority.	▪ Engage policymakers early in the research process to involve them in discussions and gather their insights. ▪ Present findings in a collaborative manner, emphasizing shared goals of improving humanitarian action and conflict resolution. ▪ Highlight successful examples of policy adaptations that have led to positive outcomes to encourage receptiveness.
Objective 4: Enhance administrative efficiency and organization to support the institution's mission and objectives.		
Systematic enhancement of institutional structures to attain optimal efficiency	Resistance to Change: Employees may resist new processes or structures, fearing job loss or changes in their roles.	▪ Communicate the rationale and benefits of the changes clearly to all staff members. ▪ Involve employees in the planning and implementation process to foster a sense of ownership and reduce resistance. ▪ Provide training and support to help staff adapt to new systems and practices.
	Inadequate Training and Skill Development: Staff may lack the necessary skills or knowledge to implement new processes effectively.	▪ Conduct a skills assessment to identify gaps and tailor training programs accordingly. ▪ Offer ongoing professional development opportunities to ensure staff are equipped with the latest mediation and arbitration techniques. ▪ Create mentorship programs pairing experienced staff with those needing additional support.
	Insufficient Resources: Limited financial or human resources may hinder the implementation of development initiatives.	▪ Conduct a resource audit to identify existing capabilities and needs before initiating changes. ▪ Seek diverse funding sources, including grants or partnerships, to support organizational development efforts. ▪ Prioritize initiatives based on cost-effectiveness and potential impact to maximize limited resources.
Enhance internal communication and streamline coordination efforts	Lack of Engagement: Employees may not actively participate in communication initiatives, leading to disengagement.	▪ Foster a culture of open communication where all team members feel valued and encouraged to contribute. ▪ Implement interactive platforms (e.g., forums, polls) to engage employees and gather their input. ▪ Recognize and reward active participants to encourage ongoing engagement in communication efforts.

Objective	Risks	Mitigation Measures
	Ineffective Feedback Mechanisms: Without effective feedback channels, employees may feel their voices are not heard, leading to dissatisfaction.	▪ Implement regular feedback sessions where staff can share their thoughts on communication practices. ▪ Use anonymous surveys to gather candid feedback on internal communication and coordination. ▪ Act on feedback received to demonstrate responsiveness and improve practices.
Enhancing oversight and assessment frameworks	Data Quality Issues: Inaccurate, incomplete, or biased data can undermine the M&E process.	▪ Establish standardized data collection procedures to ensure consistency and reliability. ▪ Conduct training on data collection methods and tools to enhance accuracy. ▪ Implement data validation and quality checks regularly to identify and address issues promptly.
	Overcomplication of Processes: M&E processes may become overly complex, leading to confusion and inefficiencies.	▪ Simplify M&E frameworks to focus on key indicators and essential data collection methods. ▪ Use user-friendly tools and templates that streamline data collection and reporting. ▪ Regularly review M&E processes to identify and eliminate unnecessary steps.
	Inadequate Resources: Limited funding or personnel may hinder the effective implementation of M&E mechanisms.	▪ Conduct a resource assessment to identify current capacities and gaps before initiating M&E improvements. ▪ Seek external funding or partnerships to support M&E initiatives. ▪ Prioritize M&E activities based on available resources to maximize impact.