Reframe mental health services
Strategic Plan 2025-2030

1. Project Rational & Context Analysis

1.1 Project Rationale

The relevance and effectiveness of mental health and psychosocial well-being services in the MENA region are highly impacted by the long-term complex and unstable geopolitical and socio-economic accumulation of crises and changes. MHPSS actors and front-line workers are struggling to address this complexity adequately. They are in high need of relevant and culturally sensitive approaches, techniques, and tools that can strengthen the coping capacities of communities, families, and individuals.

1.2 Contextual Analysis

Context: The entire region struggles with ethnic, racial, religious, and politically based polarization in addition to the political changes and the volatile context. A contradiction exists between the destructive impact of wars and the simultaneous advancements in large-scale construction and technology in the region. MHPSS Interventions and their funding are delayed due to the unstable context and the multitude of socio-political variables that are affecting the region.

Consequences on the MHPSS level: Communities, systems, and individuals are facing adjustment challenges. A certain level of contextual stability is usually needed to recreate a sense of predictability, identity, and safety. However, with the current reality, a vulnerable over-adaptation for survival and/or multifaceted anxiety is observed. In addition, the transgenerational transmission of anxiety and trauma in the past decades should be considered while planning for any MHPSS intervention.

Approaches and gaps: Most MHPSS approaches are developed in less

complex settings. Western trauma-focused approaches are not always taking into consideration the three major current needs of the region: complex trauma healing, processing the transgenerational transmission and shielding the future generations, ingenious interventions that can find a middle ground between the Western concept of normalcy and the Middle Eastern one of "sawi" (togetherness, equality and functionality) that has a peer/ community dimension. Another gap the Mental Health educational systems in the region (universities and training institutes) need to critically review and adapt trans-cultural approaches that can support the reconstruction of healthy identities/belonging and sound, sustainable coping.

2. Strategic Goals & Initiatives

Goals	Key initiatives	KPIs
Goal 1: Regional leadership in Systemic Therapy and collaborative knowledge	1-Training and accreditation 2-Institutional partnership 3-Though leadership and publications	**Accreditation & Recognition** • **Obtain accreditation/licensure from Lebanese Order for Psychologists (LOPSY) by Q4 2025.** • **Achieve international recognition by Q4 2028.** • **Establish a certified systemic therapy department aligned with international standards by Q1 2026.** **Program Launch & Quality** o **Launch first 4-year training cohort by Feb-Mar 2026 with at least 15 participants and 3 trainers (TOT)** o **Achieve 85% participant satisfaction rate.** **Partnerships & Collaboration** o **Establish 5 new strategic partnerships by 2030, including universities, academic institutions, NGOs, corporate, and civil organizations.** o **Conduct 1 knowledge-sharing event annually.** o **Publish 4 collaborative research papers by 2030.** o **Participate in 1 key regional or international forum annually.** **Community & Outreach** o **Build and support a community of MHPSS practitioners through continuous learning and training programs.** o **Increase media and public recognition by 30% annually through publications, social media, and conferences.**
Goal 2: mentally healthy workplaces certification: <mark>Work-Well Seal</mark>	1. Label Creation 2. Piloting and promotion	**Certification & Impact KPIs:** • Launch certification framework by Q4 2026. • Certify 10 organizations by 2030. • Achieve 70% of certified organizations reporting improved employee mental well-being within 12 months. • Achieve 60% reduction in burnout and absenteeism among certified organizations within 18 months. • Conduct 10 workshops or training sessions annually

Goal 3: responsive and culturally sensitive MHPSS ecosystem	1. Annual market needs assessment report shared with key actors 2. Service and training innovation 3. Community psychoeducation and access	**Training & Research KPIs:** • Conduct annual market needs assessments to guide trainings and MHPSS services development. • Launch 1 culturally and contextually adapted training program annually. • Ensure 60% of participants report improved cultural sensitivity. • Implement 1 new MH lab research project annually. • Integrate 30% new content derived from Mental Health (MH) lab research. • Achieve 85% participant satisfaction across all trainings and workshops. • Conduct at least one community support initiative annually (series of support groups, workshops or individual support on a specific topic related to priorities)