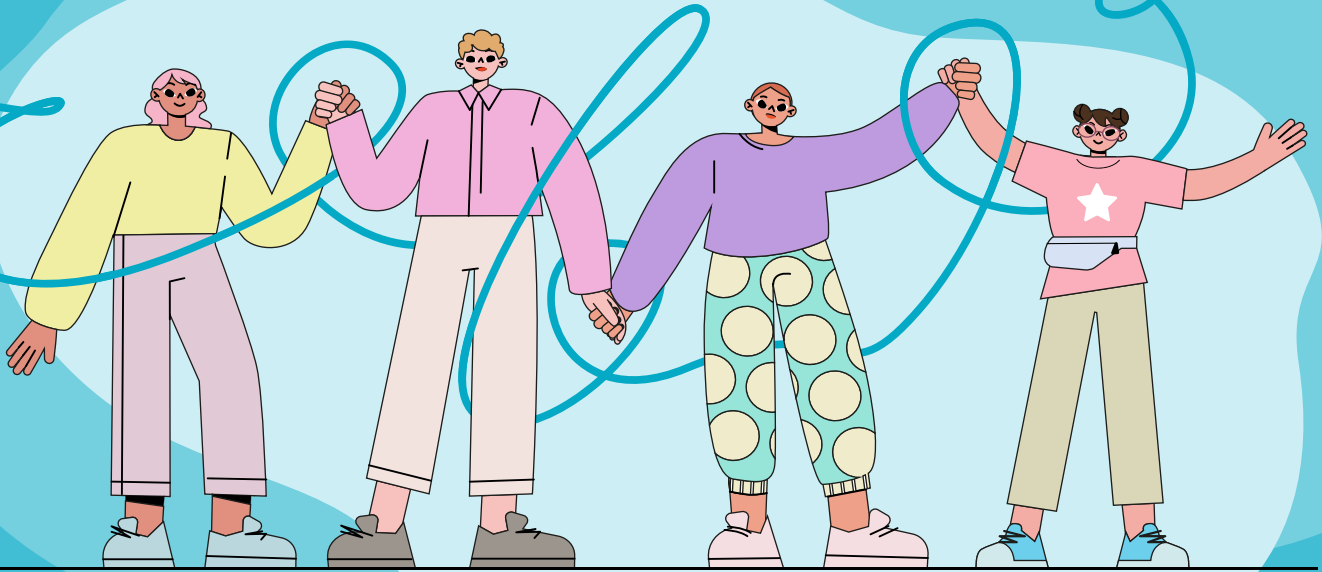




خيوط السلام

Threads of Peace

Transforming & Connecting
Known as House of Peace



Annual Report 2023

The Threads We Wove: Designing our Road

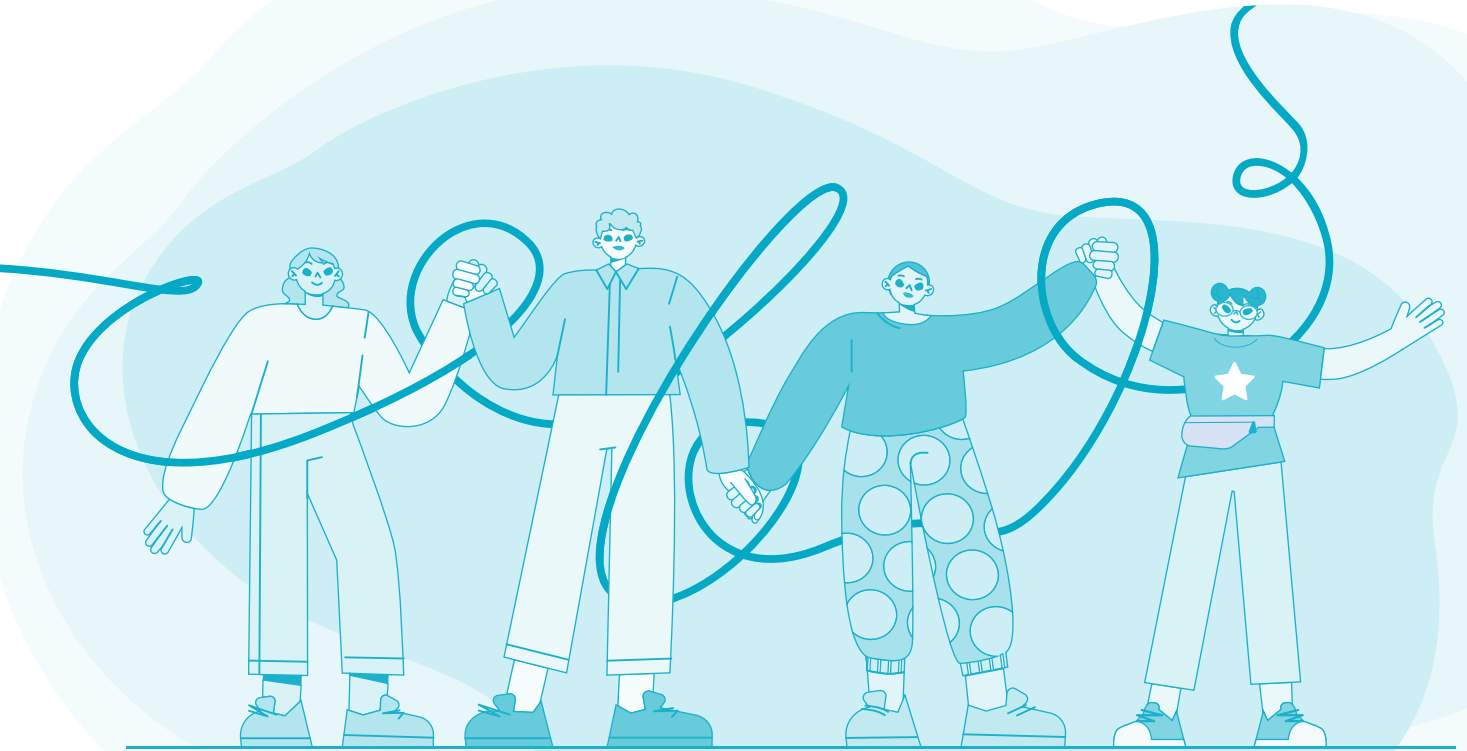
From 2022's Crown, A Thread was Born



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Annual Report 2023

The Threads We Wove: Designing our Road

From 2022's Crown, A Thread was Born



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The 2023 Annual Report “The Threads We Wove: Designing our Road. From 2022’s Crown, A Thread was Born” was prepared by the Threads of Peace Team:
Reporter and Writer: Ahmad Addam – Media: Diana Kraytem

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Letter from the Executive Director

As I sit down to write this letter, I find my heart heavy with the reflections of a year that has once again reminded us of the delicate balance of life and the pressing need for justice. The last months of 2023 have been profoundly shaped by the devastating war in Gaza. This reality has shaken us to our very core—both as individuals and as an organization dedicated to human rights, dignity, and the principles of international law. It has been a season of reflections and sorrow, a time when we've had to ask ourselves how we can continue to uphold our integrity in a world that often tests it. Leading HOPE during these challenging times has been both an enormous honor and a profound responsibility. Throughout 2023, we remained committed to our mission: creating safe, inclusive spaces for healing, learning, and transformation. Our focus has always been on uplifting the voices of those often left unheard, grounding our efforts in empathy, curiosity, and collective strength.



This year marked a significant turning point for HOPE. After months of collaboration and dedication, we successfully finalized our strategic plan for 2024–2028. This process was rich in participation and reflection, a collective heartbeat that reflects our commitment to making a lasting impact. We are excited to share our new strategy with the world in early 2024.

Despite the uncertainty and increasing demands facing our sector, we achieved much throughout the year. (Insert achievements and highlights here – to be filled by M&E) Each accomplishment stands as a testament to our resilience and our unwavering dedication to our cause.

However, I want to take a moment to acknowledge the complexities of leading through empathy. While this approach is deeply rewarding, it is not without its difficulties. Empathetic leadership requires us to be fully present, to listen beyond mere words, and to navigate the complex webs of human experience with humility. It forces us to create space for discomfort, ambiguity, and change, particularly within systems not always designed for compassion. Yet, I firmly believe that our commitment to empathy is one of the most powerful tools at our disposal to foster resilient and human-centered teams and communities.

As I reflect on this year, it brings me to a personal milestone: 2023 marks the closing chapter of my journey as HOPE's Director. After nearly four transformative years, I will be stepping away from this role. This is a bittersweet farewell, but rest assured, my departure does not signify a retreat from the values or vision that I hold so dear. I will forever remain a loyal supporter and advocate for HOPE's mission and the extraordinary individuals who drive it forward.

To every team member, partner, and community member who has walked alongside us on this journey, I extend my heartfelt gratitude. You have made this work possible. You have reminded me that even amid the most uncertain times, hope is not merely a word we carry; it is something we actively practice and cultivate. With deepest appreciation and care.

Aida Hussein

Director, Threads of Peace Commonly Known as (HOPE)

Who We Are

Threads of Peace (known as HOPE)

In 2012, a group of young people unbeknownst to each other, met in Aleppo - Syria and formed what they have called “The Family”, searching for a purpose and belonging during a time of change. They were coming from all different backgrounds, and together they worked to provide humanitarian assistance for displaced people, hoping that their diversity and common purpose will spread a message of hope and contribute in building a future Syria. “The Family” grew and its mission persisted despite the departure of most of its founders. This inspired one of them few years later to establish **House of Peace**; a virtual house that harbors an ever-expanding family in Lebanon and to develop the initial humanitarian mission towards building social peace in times of conflicts.

In 2019, House of Peace officially became Threads of Peace, a registered CSO.



Our Vision

Our vision as HOPers, is bringing together uniquely different individuals with shared values, and transforming the notion of peace into a practice of being and living, to inspire social change towards a hopeful and purposeful life.



Our Mission

In an inclusive and participatory way, we enhance social peace through:

- > Shifting perceptions about reality, peace, self and the other
- > Supporting and connecting community-based initiatives and dialogue spaces
- > Advancing the principles of conflict sensitivity
- > Improving psychological wellbeing for humanitarian workers and volunteers
- > Voicing grassroots perspectives, stories and aspirations



Our Core Values

Egalitarian

Promoting peace as a right for all people, and respecting diversity and gender.

Family Oriented

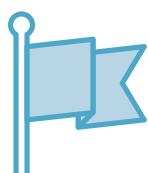
Honoring our partnerships, empowering local ownership, and creating a family environment within our network of partners and peacebuilders.

Conflict Sensitive

Understanding and appreciating local specificities, avoiding harm and enhancing positive impact.

Committed to nonviolence

Encouraging personal and collective peace initiatives as a mean for creative, positive and liberating change.



Our Slogan

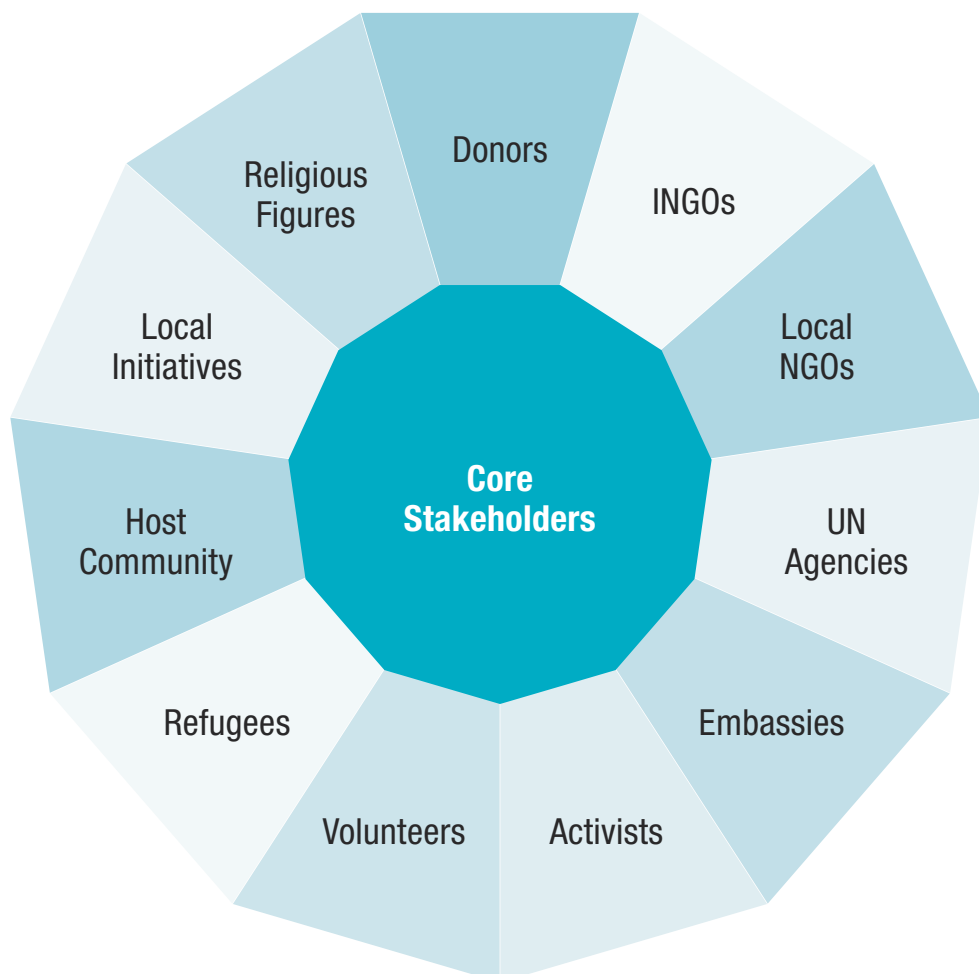
Transforming and Connecting

Incorporating SDGs

As an organization committed to making a meaningful impact on the well-being and peace of communities, we proudly align our mission with the aspirations of the United Nations' Sustainable Development Goals (SDGs). Specifically, our efforts are strategically directed towards embodying the principles outlined in SDG 16 (Peace, Justice, and Strong Institutions) and SDG 3 (Good Health and Well-being).



Who do we work with



Lebanon Context 2023

In 2023, Lebanon's socio-political fabric grew increasingly fragile, shaped by overlapping crises, armed conflict, economic collapse, and rising communal tensions. For Threads of Peace (HOPE), these challenges did not deter action; rather, they sharpened the urgency of its mission: to build inclusive, resilient spaces where dialogue, trust, and community action can thrive, even in moments of rupture.

The year saw several shocks that directly impacted peacebuilding efforts. In August, armed clashes in Kahleh disrupted mobility and programming in the Beqaa corridor, highlighting the volatility of key operational areas ([Taleb, 2023](#)). Just weeks later, intense fighting broke out in the Ain al-Hilweh refugee camp between Fatah and Islamist factions, triggering nationwide anxiety and pushing HOPE to reassess engagement strategies in adjacent communities ([Al Jazeera, 2023](#)).

The last quarter brought a heightened regional threat, as the Gaza war spilled into southern Lebanon. The Shebaa Farms airstrike in October and rising cross-border hostilities forced temporary suspensions of field activities and underscored the psychological weight of proximity to war ([ReliefWeb, 2023](#)).

These security crises unfolded against the backdrop of Lebanon's prolonged economic collapse. With no president since October 2022 and a deadlocked parliament, governance remained paralyzed (Welle, 2023). By mid-2023, over 80% of the population lived below the poverty line, and 1.4 million people—23% of the population faced acute food insecurity, including more than 112,000 in “emergency” conditions ([WFP, 2023](#)).

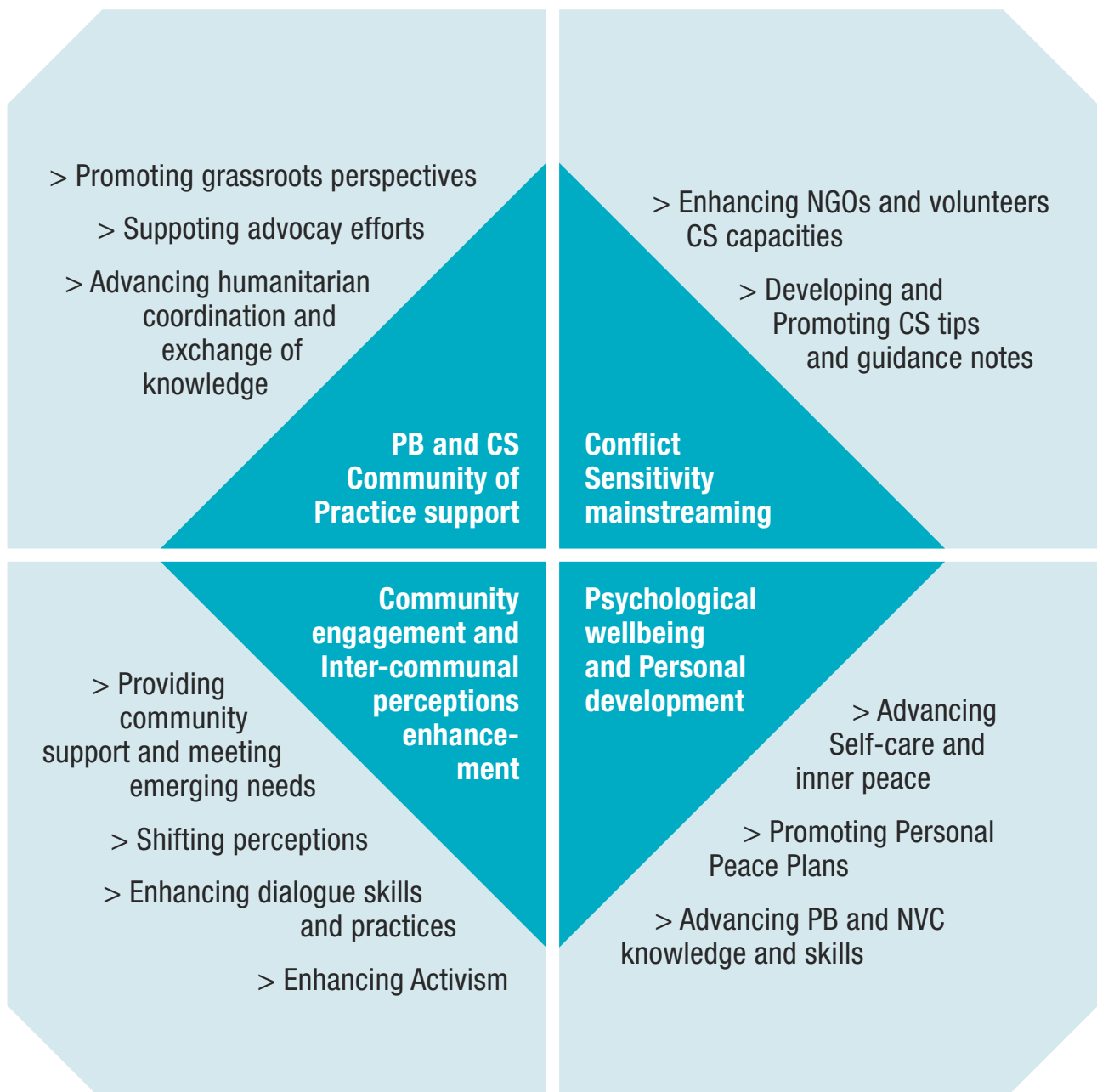
Social cohesion was further strained. Perception data from the ARK & UNDP Wave XVII survey (November 2023) paints a stark picture of rising social tensions across Lebanon. An alarming **71% of Lebanese respondents** reported negative perceptions of relations with Syrian refugees, reflecting a growing atmosphere of mistrust. In regions such as the North and Beqaa, **over 60%** observed a clear increase in communal tensions, while **49%** of host community members identified unfair aid distribution as a major source of conflict. The feeling of insecurity was widespread, with **56%** stating they felt unsafe or less safe than in previous months. Additionally, in areas with dense refugee populations, **more than 40%** cited growing competition over jobs and access to basic services as key drivers of social strain. These findings highlight a fraying social fabric—underscoring the critical importance of Threads of Peace (HOPE) interventions that foster dialogue, address perceived inequities, and rebuild trust where it is most under pressure (ARC & UNDP, 2023).

In this deeply fragmented context, Threads of Peace remained grounded in its community-first approach. Activities were adapted to ensure safety while continuing to offer spaces for healing, mutual understanding, and collective responsibility. Far from retreating in the face of adversity, HOPE's work in 2023 exemplified the belief that peacebuilding must persist, even, and especially when the context makes it hardest to do so.



HOPE Methodology and Programs

In order to achieve its ultimate objective, Threads of Peace, as a community-based social peacebuilding organization, developed its methodology based on 4 integral elements/areas as shown in the graph below. These four areas reflect HOPE Theory of Change. The graph shows next to each area the desired changes that HOPE aims for:



Social Peace Program/Unit

Aim

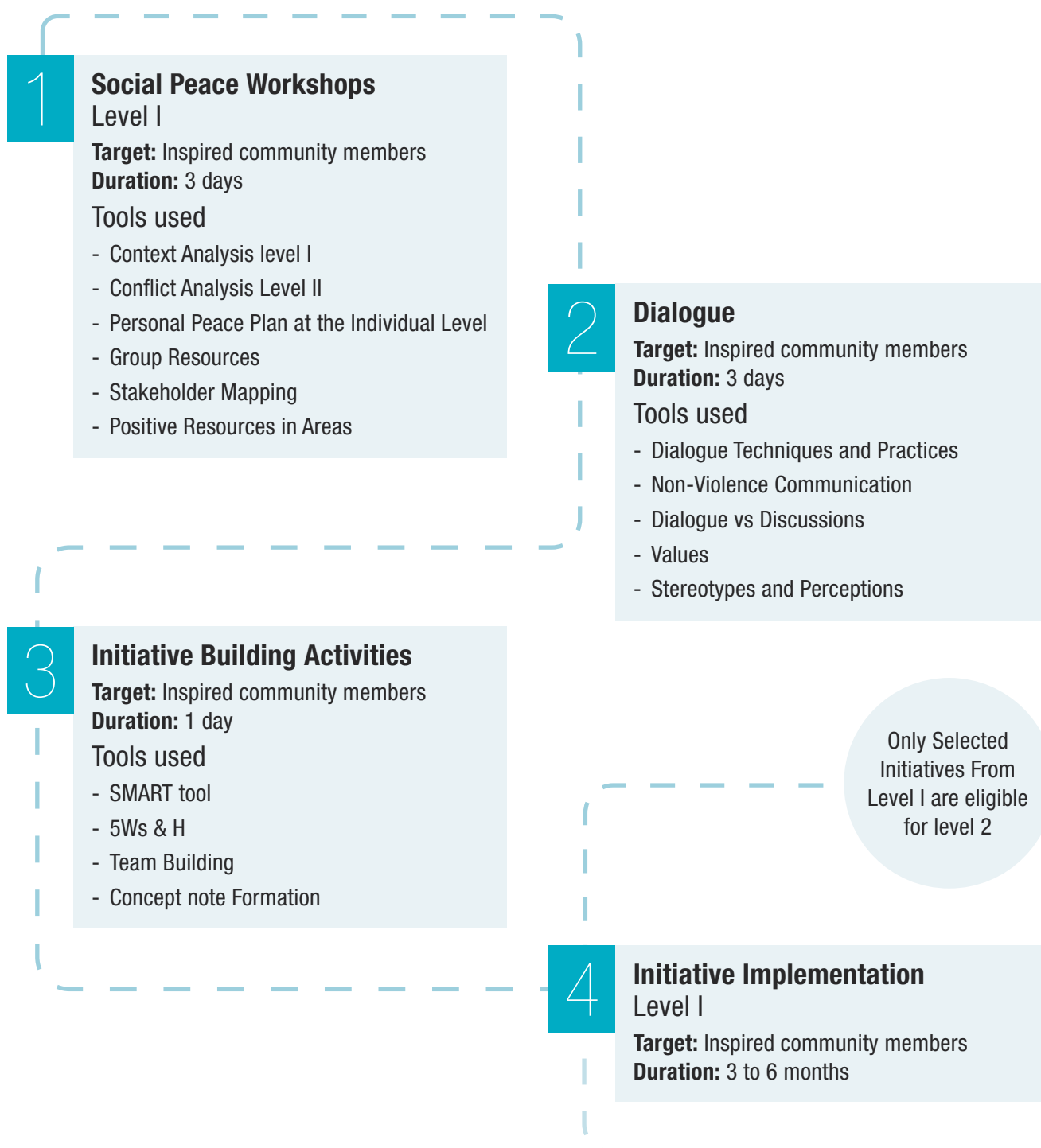
The program aims at improving inter and intra communal relationships and perceptions in Lebanon.

Partners

- > Partnership with I/NGOs and Municipalities
- > A group of diverse individuals are formed by partners and referred to The Process

The Process

The Peace Fund





5

Social Peace Workshops

Level II

Target: Activists

Duration: 3 days

Tools used

- Observation and Evaluation
- Context Analysis Level II
- Conflict Analysis Level II
- Types of Violence
- Leadership
- Stages of group building
- Personal Peace Plan at the level of the area

6

NVC Sessions

Level II

Target: Activists

Duration: 3 days

Tools used

- Needs awareness tools
- Observation vs. judgment
- Value clarification
- Bias self-reflection tools
- Empathy-building tools
- Revelation and listening skills
- Real-life NVC practice
- Openness and trust tools

7

Initiative Implementation

Level II

Target: Activists

Duration: 3 to 6 months

8

Family Network Events

Gathering all initiatives/Activists to celebrate achievements and exchanges challenges and lessons learned.

Triple Nexus

Activating the Network for Integrated Response

Tripoli Community Center

Facilitating coordination among activists who have been involved in previous initiatives supported by HOPe in the Jabal and Tabbaneh areas, with the goal of exchanging lessons learned and best practices to achieve a broader impact in Tripoli.

This involves:

- Advancing the capacities of the women's network in non-violent communication, conflict sensitivity, and teamwork to facilitate the sharing of roles and tasks.
- Skills development and psychosocial support through vocational training conducted in a dedicated location shared between both areas. This includes technical learning and preparation of preserved food portions (Mooneh).
- Providing women's wellness care and yoga sessions.
- Initiating a clothes collection, upcycling, and distribution program. Clothes collection, upcycling, and distribution.

Conflict Sensitivity Program/Unit

Aim

This program aims at mainstreaming conflict sensitivity and building the capacities of humanitarian NGOs staff and volunteers (both local and international). The objective is to ensure that they consider conflict sensitivity during the development, implementation, and evaluation of their various interventions.

Partners

- > Partnership with I/NGOs
- > Interested NGOs refer staff/volunteers for the trainings

The Process

1

Conflict Sensitivity Level 0

Target: Volunteers in the humanitarian field

Duration: 1 day

Tools used

- Triangle Tool
- Conflict Stories
- The Conflict and I Tool
- My Identity Tool

2

Conflict Sensitivity Level I

Target: I/NGOs Staff

Duration: 3 days

Tools used

- Context Analysis
- Conflict Analysis
- Interaction Analysis (Conflict Cake Tool)
- Conflict Sensitivity Measures

3

Conflict Sensitivity Level II

Target: I/NGOs Staff

Duration: 3 days

Tools used

- Resource Transfer
- Implicit Ethical Messages
- System Thinking Tool
- Conflict Interaction
- Conflict Sensitivity Measures

4

Lebanon Conflict Sensitivity Forum

Target: I/NGOs Staff

Duration: 1 day

- National Meeting Tackling Specific Topic on Conflict Sensitivity



Organization Portfolio as of 2023

Geographical Expertise

NORTH GOVERNORATE
Tripoli (Jabal Mohsen, Bab el-Tabbaneh, etc...)

KESERWAN-JBEIL GOVERNORATE
Jbeil

BEIRUT GOVERNORATE
Nabaa, Shatila Camp, Bourj Hammoud

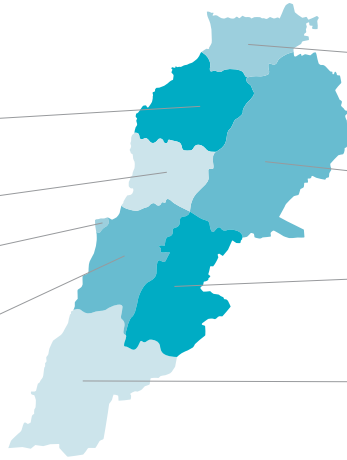
MOUNT LEBANON GOVERNORATE
Aley, Bshamoun

AKKAR GOVERNORATE
Menihe, Adweh, Amar el Baykat,
Wadi Kahled, etc...

BAALBECK-HERMEL GOVERNORATE
Baalbeck, Hermel

BEKAA GOVERNORATE
Bar Elias, Saednael, Taelbaya,
Der Zennoun, Ghazeh, etc...

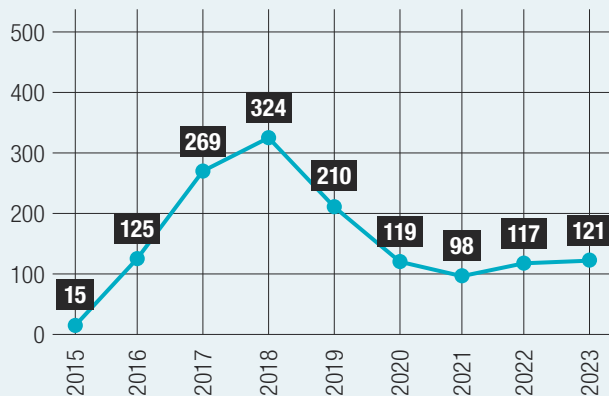
SOUTH GOVERNORATE
Saida



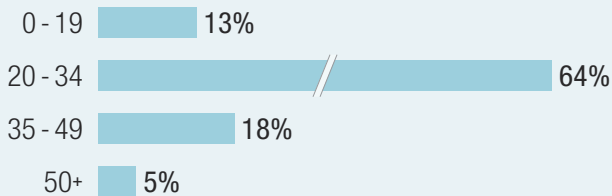
Social Peace Dashboard since 2015

Annual Outreach Progress

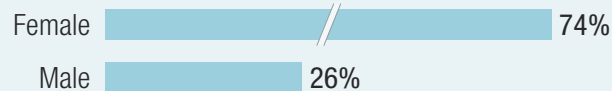
Number of participants reached per year



By Age



By Gender



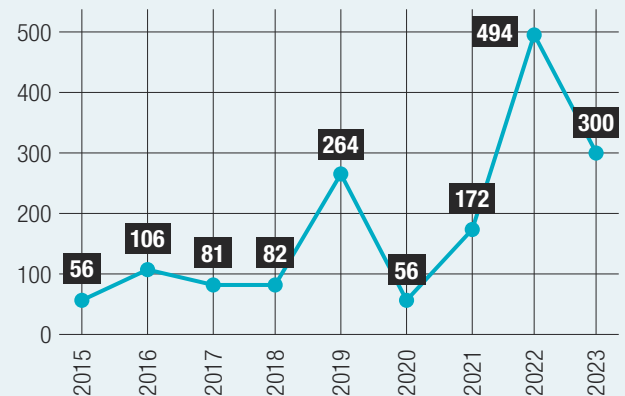
By Nationality



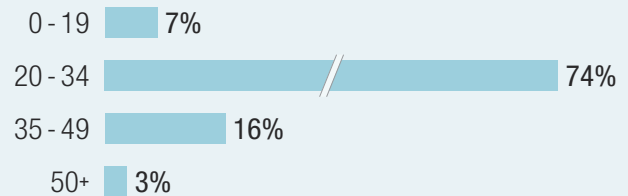
Conflict Sensitivity Dashboard since 2015

Annual Outreach Progress

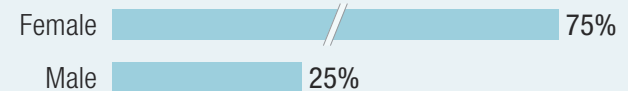
Number of participants reached per year



By Age



By Gender



By Nationality



Threads of Peace Strategic Objectives

Strategic Objective 1

Personal Development is enhanced among local community members participating in SP activities

Strategic Objective 2

Community engagement is improved among SP participants

Strategic Objective 3

Conflict Sensitivity is mainstreamed further within the humanitarian field in Lebanon

Strategic Objective 4

Peacebuilding community of practice is empowered

Strategic Objective 5

Psychological wellbeing of humanitarian frontline workers is improved

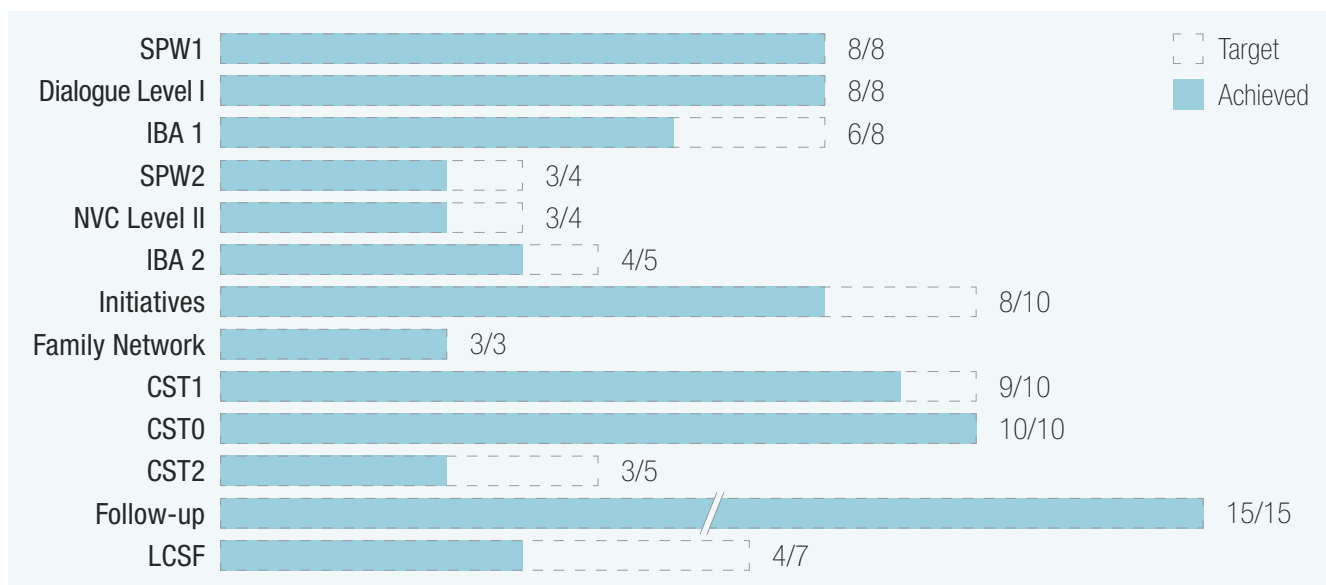
Key Achievements

- > Threads of Peace exceeded nearly all of its annual targets in 2023, equipping 121 community members from diverse backgrounds with peacebuilding skills. This included the implementation of eight community-led initiatives across various governorates, reaching over 1,440 secondary participants. Additionally, more than 300 humanitarian and frontline staff/volunteers benefited from conflict sensitivity training.
- > Threads of Peace successfully entered the second phase of its community center initiative in the conflict-affected areas of Jabal Mohsen and Beibeh El Tebbeneh. The center, now officially named Bet El Salam, has grown into a locally driven platform led by 120 women volunteers. These women are shaping the center's mission and vision through a change-oriented, empowerment-based approach that fosters local peace between the two communities.
- > In 2023, Threads of Peace partnered with over 25 organizations, including both international and local NGOs, to implement a range of interventions across Lebanon.
- > Notably, the Social Peace Process was restructured to strengthen learning pathways: Dialogue I was positioned at Level I, while Nonviolent Communication (NVC) was introduced as a deeper practice in Level II.
- > Furthermore, a new phase of the Lebanon Conflict Sensitivity Forum (LCSF) was launched. A total of seven thematic meetings were held as part of a 2023 research strategy to capture organizational perspectives on conflict and develop conflict sensitivity recommendations across five sectors: Health, WASH, Social Stability, Education, and Livelihoods.
- > By the end of 2023, significant progress was made in developing a fully operational Monitoring and Evaluation (M&E) Department, supported by CAFOD. A new collaboration was also launched with the American University of Beirut – Faculty of Health Sciences, aiming to integrate scientific research methods into peacebuilding and establish an evidence-based framework for future evaluation studies.
- > Threads of Peace also enhanced its communications work with the launch of a dedicated Media Department. In 2023, the team produced one documentary on the community center and eight short films highlighting community-led initiatives. All official social media channels were established, marking a major step forward in visibility, storytelling, and public engagement.



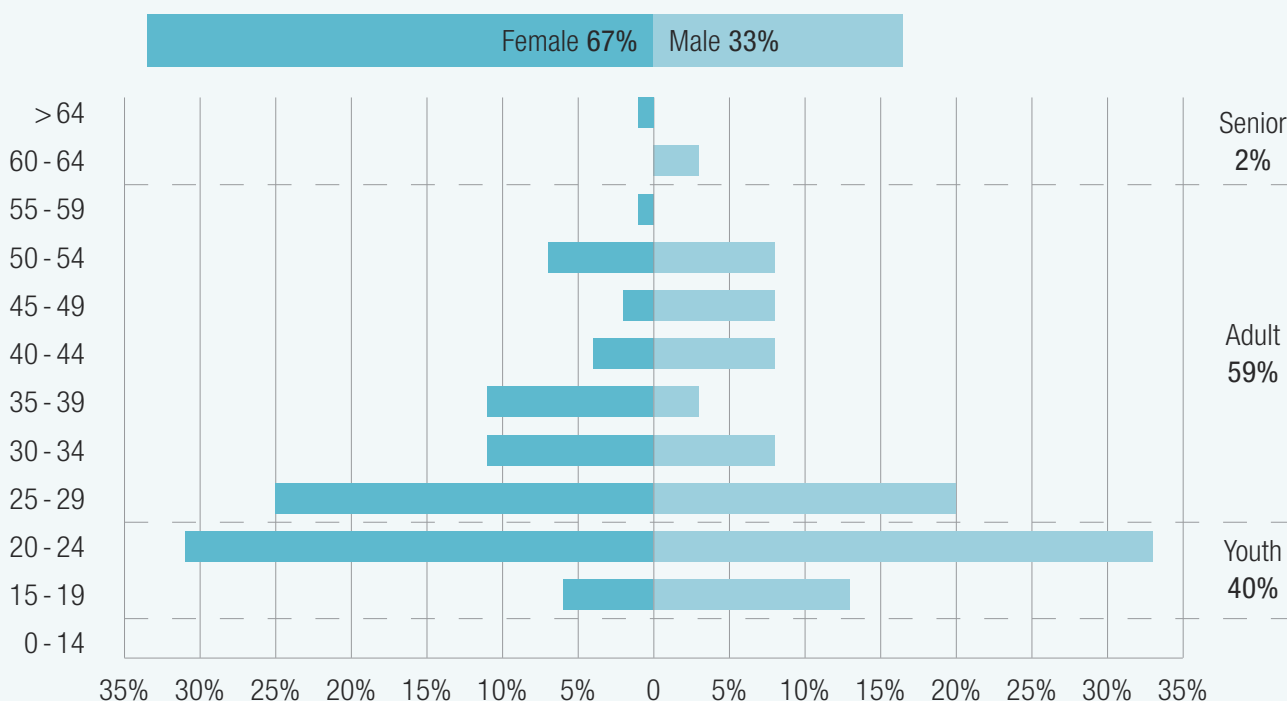
Social Peace Unit/Program

Target Achievements

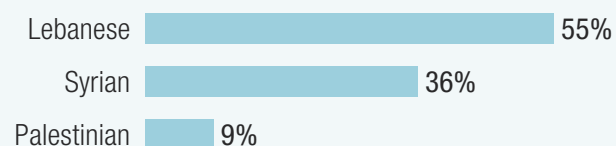


Sociodemographic reach

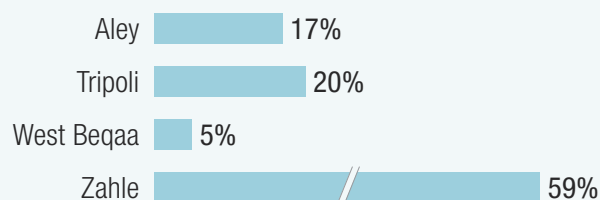
By Age and Gender



By Nationality



By District



Strategic Objective 1

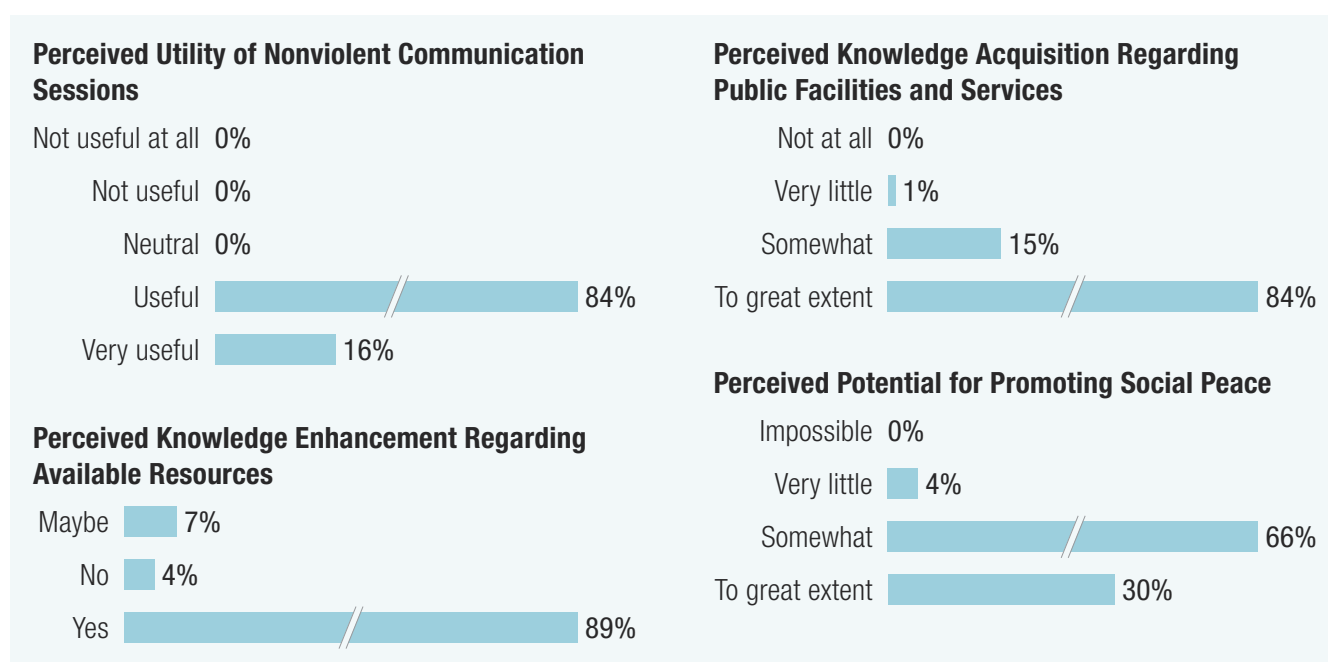
Personal Development is enhanced among local community members participating in SP activities

> **Indicator:** #% of participants report that SP process helped them discover and develop their personal resources and capacities.

Outcome 1.1

Participants knowledge and confidence about social peacebuilding are improved

> **Indicator:** #% of participants expressing their confidence to participate in social peace building in their communities after attending SPWs.



Strategic Objective 2

Community engagement is improved among SP participants

> **Indicator:** #% of community members shows improvement in trust, civic engagement, and social relationship
The validated scales of the domains of social cohesion reveal the following from baseline to endline (year-frame) – 27 followed:

Trust Domain¹

Baseline Misanthropy Trust Average Score 4.35
% of MSL Change **+15%**

- **Endline Misanthropy Trust Average Score 5**

Baseline General Trust Average Score 8.43
% of GT Change **+2%**

- **Endline General Trust Average Score 8.57**

¹ Robbins, B. G. (2019). Measuring generalized trust: Two new approaches. Sociological Methods and Research, 51(1), 305–356.
<https://doi.org/10.1177/0049124119852371>

Civic Engagement Domain²

Baseline Civic Engagement Attitude Average Score 43.59
% CEA Change **+13%**

- **Endline Civic Engagement Attitude Average Score 49.3**

Baseline Civic Engagement Behaviour Average Score 31.52
% of CEB Change **+11%**

- **Endline Civic Engagement Behaviour Average Score 34.89**

Baseline Total Civic Engagement Average Score 75.11
% of CE Change **+12%**

- **Endline Total Civic Engagement Average Score 84.19**

Based on the pilot test in 2022; these scales became part of Threads of Peace yearly assessment

Social Relationship Domain³

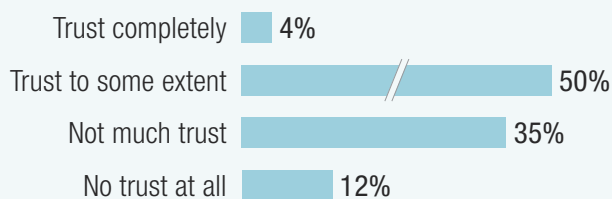
Baseline Social Relationship Average Score 22.81
% SR Change **+19%**

- **Endline Social Relationship Average Score 27.07**

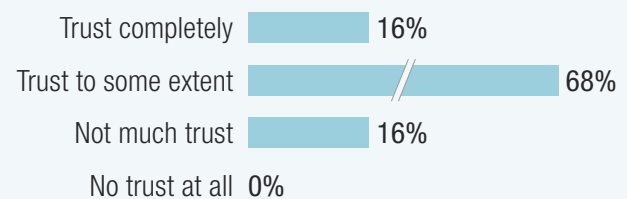
Scales were also used for all participants as an exit survey to report for the objective:

Prototype A: Generalized Trust Scale at the Endline (number of participants responding= 42)

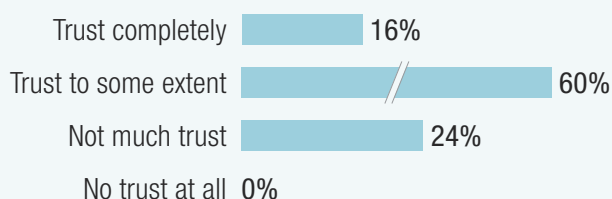
People you meet for the first time



People from another religion



People from another nationality



Outcome 2.1

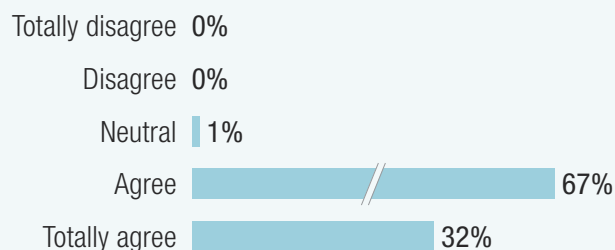
Initiatives teams and beneficiaries improve their perceptions about the other

> **Indicator:** #% of initiative participants express that their perceptions about the “other” have improved after implementing the initiatives.

> **Indicator:** #% of people having the ability to discuss in a Non-violence communication.

² Doolittle, A., & Faul, A. C. (2013). Civic Engagement Scale. SAGE Open, 3(3), 215824401349554. <https://doi.org/10.1177/215824401349554>
³ Wilson, C., & Secker, J. (2015). Validation of the Social Inclusion Scale with students. Social Inclusion, 3(4), 52–62. <https://doi.org/10.17645/si.v3i4.121>

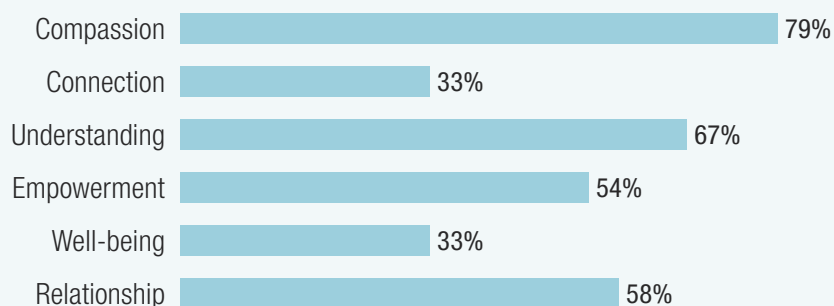
Increased Understanding of Others' Behavior and Circumstances



Impact of Nonviolent Communication Training on Life Changes



Impact of Attending Nonviolent Communication Sessions on Various Aspects of Life



Dialogue Sessions Effect

Baseline Self-Perceived Dialogue Skills (SPDS)
Average Score 25.57
% of SPDS Change **+6%**

- **Endline SPDS Average Score 27.02**

Baseline Availability of Safe Spaces (ASS)
Average Score 2.43
% of ASS Change **+5%**

- **Endline ASS Average Score 2.56**

Baseline Stress Level (SL) Average Score 2.09
% of SL Change **-19%**

- **Endline SL Average Score 1.70**

Baseline Perception of Active Listening from others (PALA) Average Score 14.28
% of PALA Change **+10%**

- **Endline PALA Average Score 15.70**

Outcome 2.2:

Activism and volunteerism are promoted among participants of SP program

> **Indicator:** # of new groups of activists/volunteers formed after the SP process

Eight groups were established in various areas in Lebanon to carry out initiatives but only seven successfully implemented their social peace activities in their respective regions. This was attributed to challenges like failed group dynamics, discouragement, and non-commitment, largely influenced by external difficulties such as the economic crisis.



Peace Families

A Kitchen for Connection and Coexistence

Launched: July 11, 2023

In a small but vibrant corner of the community, a husband and wife team, along with 18 passionate individuals, came together with a shared belief: that food has the power to connect, heal, and unite. From the Gharsa Center, they launched the Peace Families Kitchen, a grassroots initiative that responded to local needs not just with nourishment, but with intentional connection.

The kitchen quickly became known for producing essential food items, saj bread, milk, cheese, labneh, and maamoul, all prepared with love and offered at accessible prices. But what truly made this initiative special were the weekly gatherings hosted at the kitchen. These events welcomed people of all nationalities, cultures, and faiths to break bread together, tell stories, and build new friendships.

To sustain their mission, the team sells part of the kitchen's output, using the proceeds to support its continuity. What started as a food initiative evolved into a living model of peacebuilding through everyday acts of care, proving that even a shared meal can be a bridge toward social harmony.



Empowering Communities: Impact and Insights from Peace Families

Beneficiaries	Female	Male	Total (%)
Lebanese	20	16	36 (44%)
Syrian	31	10	41 (50%)
Palestinian	4	1	5 (6%)
Total (%)	55 (67%)	27 (33%)	82 (100%)

“A Lebanese friend told me: ‘My wife and I started talking about you two at home—how you work together in harmony. We’re trying to be more like you.’”

“In Syria, I never used to go out... Now I’m a mother of four girls, I work, I give, and I’ve taught my daughters to be leaders. My life skills have become my diploma.”

“I was shy — I used to sit silently in the sessions. Now I speak up, I’m confident, and I’ve built my own identity.”

[Watch the video on our YouTube Channel](#)

Hope Makers

Joy, Belonging, and Well-being for Women and Children

Launched: July 11, 2023

In the heat of summer, when public spaces often feel limited or unsafe for women and children, the Hope Makers created something rare: a joyful, protected oasis filled with laughter, learning, and light.

Twice a week, this small, community-managed park opened its doors to mothers and their children from different backgrounds. Through a simple reservation system and carefully planned schedules, families enjoyed three-hour sessions filled with Zumba circles, playful competitions, food-themed celebrations, and meaningful interactions.

More than just a recreational space, Hope Makers became a social lifeline, a place where women could reconnect with themselves and others, and children could experience joy, structure, and imagination in a safe setting. The initiative offered more than entertainment; it helped rebuild community bonds, ease psychological stress, and foster a renewed sense of inclusion and dignity.



Empowering Communities: Impact and Insights from HOPE Makers

Beneficiaries	Female	Male	Total (%)
Lebanese	19	0	19 (15%)
Syrian	102	0	102 (83%)
Palestinian	2	0	2 (2%)
Total (%)	123 (100%)	0 (0%)	123 (100%)

“I used to be stressed at home and would take it out on my kids... but now I have more patience and I try to understand people before judging them.”

“I used to really struggle with relationships... I never even left the house. But this initiative was my first step, my first step toward work, and my first step toward building relationships with people.”

“I used to just be a housewife... but now, I feel like I have a voice at home. The way my husband and children see me has changed, they now see me as someone giving back to society.”



Together A Carnival of Cultures and Community

Launched: April 19, 2023

With drums, laughter, and colorful booths, Together brought a vibrant celebration of diversity to life. It was more than a carnival, it was an experience designed to break down stereotypes and showcase the richness of cultures living side by side.

Set in an open community space, the event featured recreational games, cultural exhibits, and awareness activities infused with fun and meaning. Children ran through booths selling tomatoes, fava beans, and cotton candy, while adults

engaged in conversations and performances. Stalls were made available for local artisans and persons with disabilities to sell handmade crafts and accessories, in partnership with specialized associations.

Together was a festival for unity, one that celebrated not just cultural traditions, but the possibility of genuine human connection across difference.



“There were youth from Baalbek having a tough political debate... their views clashed, but the dialogue was respectful and beautiful. That changed how I see things.”

“Schools started asking us to visit. Interaction became natural, with no discrimination. The children are integrating quickly, we’re raising a new, conscious generation.”

“We’re not just playing with kids, we’re building social peace among Lebanese, Palestinians, and Syrians.”

Together We Learn Chess Strategy for Peace

Launched: August 23, 2023

In the quiet of a classroom or corner of a community center, children gathered around chess boards, learning more than just the moves. With every check and counter-move, they were engaging in lessons of patience, respect, and dialogue.

Together We Learn Chess provided training for beginners in the Zahle and Baalbek regions, offering sessions in schools and cultural hubs that welcomed participants from across nationalities.

The aim was not only to teach the game, but to create a shared space for youth to develop critical thinking, build self-confidence, and experience peacebuilding through play.

The initiative showed that even a simple board game could be a powerful tool for promoting understanding and long-term coexistence.



Empowering Communities: Impact and Insights from Together We Learn Chess

Beneficiaries	Female	Male	Total (%)
Lebanese	45	26	71 (61%)
Syrian	21	25	46 (39%)
Palestinian	0	0	0 (0%)
Total (%)	66 (56%)	51 (44%)	117 (100%)

“Chess is built on understanding, awareness, and discipline... you can win or lose, but you can’t break the rules.”

“In mixed schools with different religions and nationalities, chess gave them a common ground. They’d never have connected otherwise.”

“Chess became a shared language. One boy told me he went home and beat his 40-year-old uncle using a trick we taught him. The game created a bond that crossed age gaps.”

[Watch the video on our YouTube Channel](#)

Peace Friends Skills Shared, Homes Repaired

Launched: August 28, 2023

In an inspiring show of solidarity, a group of men with diverse professional skills, electricians, carpenters, plumbers, and barbers, volunteered their time to help families living in fragile housing conditions.

The Peace Friends initiative provided free home repairs to vulnerable families, particularly those with elderly members or persons with disabilities. In addition to fixing broken wires or leaking pipes, the team also offered free haircuts and held awareness sessions to promote health and safety.

This initiative wasn’t just about tools and repairs, it was about restoring dignity. It proved that when communities come together to support one another, even small acts can create ripple effects of security, respect, and inclusion.



Empowering Communities: Impact and Insights from Peace Friends

Beneficiaries	Female	Male	Total (%)
Lebanese families	3	10	13 (54%)
Syrian families	4	6	10 (42%)
Palestinian families	0	0	0 (0%)
Stateless families	0	1	1 (4%)
Total (%)	7 (29%)	17 (71%)	24 (100%)

“We learned to be united with other men, to share, and work professionally in the communities...”

“He had a need, and we filled it... he felt that we cared about something he was lacking.”

[Watch the video on our YouTube Channel](#)



Khayratek Ya Baalbak Dairy for Dignity and Inclusion

Launched: October 17, 2023

In the hills of Baalbek, Khayratek Ya Baalbak was born from the idea that food should be clean, local, and shared with compassion. The initiative focused on crafting additive-free dairy products, milk, cheese, and yogurt, sold at low cost to the community, with a commitment to quality and health.

Every week, 20% of the products were distributed for free to 40 vulnerable families, regardless of nationality or background. But Khayratek wasn't just about food; it was also about inclusion. The team organized biweekly recreational sessions for children aged 9–14, with a special focus on including children with disabilities in all activities.

Khayratek Ya Baalbak became a rare blend of local entrepreneurship, social equity, and child-centered inclusion, a model for how micro-enterprises can uplift communities in holistic ways.

[Watch the video on our YouTube Channel](#)



AA Riwak A Creative Space for Coexistence

Launched: 2023 (Ongoing – Sustainable)

AA Riwak was envisioned as a safe and creative refuge, a space where art, conversation, and cultural exchange could help heal fractured communities. Through film screenings, dialogue circles, drawing workshops, and stress-relief sessions, the initiative opened new ways for people to express themselves and connect.

People from all walks of life participated, refugees and host communities, artists and first-timers, young people and elders. In every activity, the message was clear: coexistence is possible when we listen, reflect, and create together.

Sustainable by design, AA Riwak continues to inspire and bring together diverse groups through the universal languages of art and storytelling.

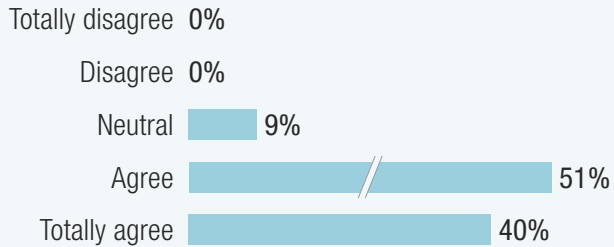


Strategic Objective 3

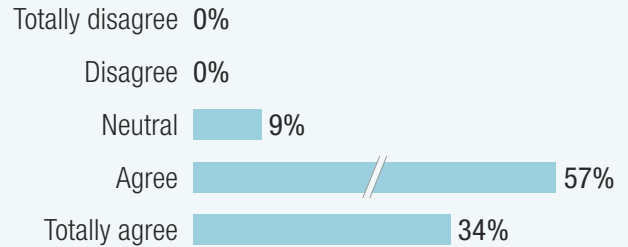
Peacebuilding community of practice is empowered

> **Indicator:** %Solidarity is improved between PB Activists attending Family Network meetings

Family Networking Expressed an Increase in Solidarity among Groups



Ability in Identifying Peacebuilding Challenges and Opportunities through Family Networking





Tripoli Community Center 2023 Highlights

For a detailed overview of Phase I (2022), please refer to the 2022 Annual Report

Bet El Salam Phase II: A Year of Growth, Ownership & Quiet Revolutions

Tripoli, Lebanon – Jabal Mohsen & Bab El Tabbaneh

What began as a modest peacebuilding initiative has grown into a vibrant, women-led hub for social change. In its second year, the Bet El Salam Center transformed from a supported program into a self-sustaining space of healing, leadership, and livelihood, bridging long-divided communities.

“I used to feel nervous entering the other side of Tripoli. Now, some of my closest friends live there.”

From Participants to Leaders

In 2023, women moved from attending activities to owning and managing them. Four community-led initiatives grew in reach, impact, and independence:

Lamset Amal (Wellness & Self-Care)

Balanced free services with income-generating offers. Graduates launched micro-enterprises; one opened her own care center.

Ot3et Mahabeh (Upcycling & Embroidery)

Repurposed clothing into beautiful crafts while supporting each other through hardship and illness.

Mounet El Salam (Traditional Foods)

Served 144 vulnerable families while generating over 25 million LBP in sales—expanding to a second location.

Matbakh El Salam (Catering)

Grew into a full service catering business, hitting 120 million LBP in Ramadan sales. A participant with a disability became a core team member.

“I couldn’t bake. Three months later, I was selling pastries at exhibitions.”

More Than Skills—A Sisterhood

- > Women gathered not just to train, but to celebrate birthdays, mourn losses, and build lifelong bonds.
- > 98% formed new friendships; 95% feel a strong sense of belonging
- > Teens joined robotics and financial literacy classes
- > Elderly women found connection after years of isolation

“We started as strangers. Now, we are sisters. And this center is our home.”

Preparing for the Future

With Threads of Peace preparing its phase III in 2024, women took on leadership, budgeting, and coordination roles. New partnerships, including one with AUB, are evaluating the center's social impact.

By the Numbers

105 active women (up from 49 in 2022)

162 trained in vocational skills

1,000+ families served with food, clothing, and wellness

14 women-led coordination units created

300+ events held

Over 145 million LBP in combined enterprise sales

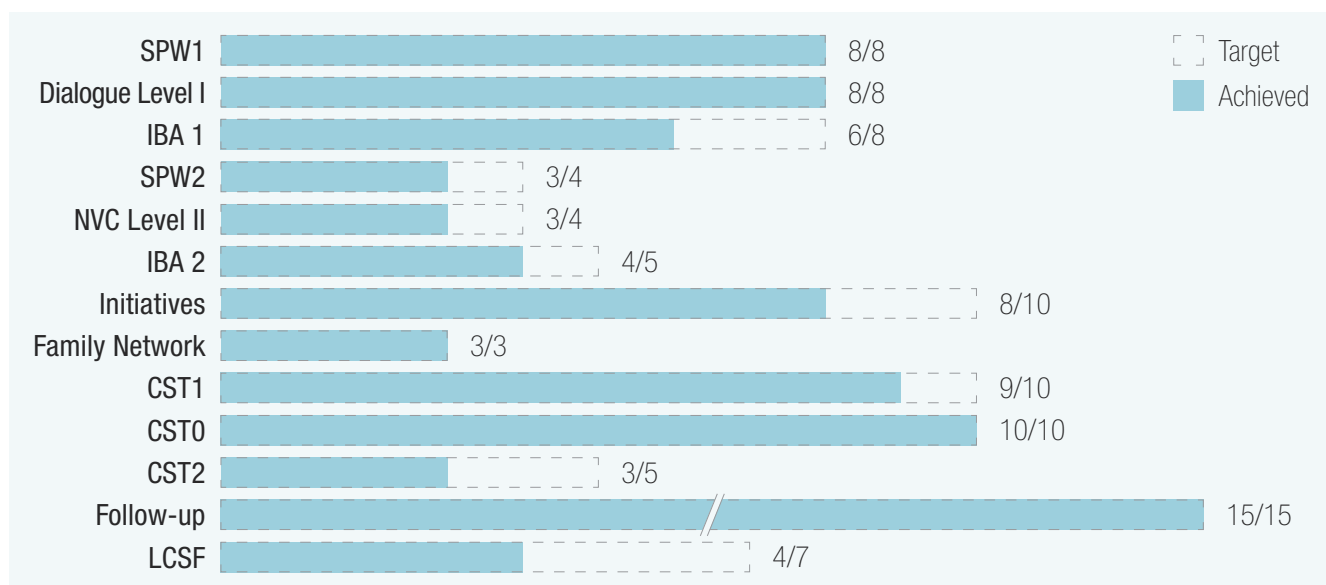
In one of Lebanon's most fragile areas, the women of Tripoli have built more than a center—they've built a movement. One of dignity, ownership, and peace.

[Watch the intro video on our YouTube Channel](#)



Conflict Sensitivity Unit

Target Achievements



Strategic Objective D

Conflict Sensitivity is mainstreamed further within the humanitarian field in Lebanon

> **Indicator:** #% of targeted L/INGOs reporting being more CS in their interventions

18 out of 18 Partners unfolded Conflict Sensitivity Measures for their programs/interventions after the end of the program. (Measures unfolded cannot be a sole identifier to prove that Conflict Sensitivity is mainstreamed within the humanitarian field in Lebanon.

“Our collaboration with Threads of Peace has been marked by successful communication and a shared commitment to conflict sensitivity. The collaborative efforts facilitated by Threads of Peace have led to positive outcomes in the field, demonstrating the effectiveness of integrating conflict sensitivity into our projects.”
Loubnaniyoun Representative, Organization participating in both levels of Conflict Sensitivity Trainings – retrieved by end of year evaluation

This quote reflects the deepening of local partnerships and the tangible impact of our two-level Conflict Sensitivity training series in 2023. Partners like Loubnaniyoun not only applied conflict-sensitive approaches in their projects, but also became advocates for embedding these practices across civil society work in Lebanon.

Intermediate Outcome D.1

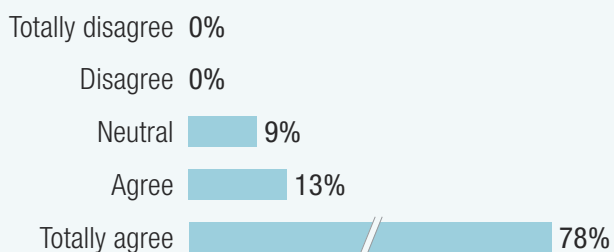
Participating NGOs staff/volunteers integrate conflict sensitivity when developing/implementing/monitoring their interventions

> **Indicator:** % of participating NGOs staff and volunteer reporting to be integrate conflict sensitivity approach.

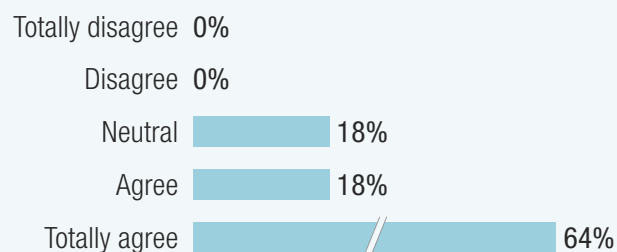
Looking at the knowledge gain shows insights of CSOs staff and volunteers in integrating conflict sensitivity when developing, monitoring, and implementing their interventions. NB: Knowledge alone cannot be a sole identifier for the outcome.

For CSO/Institution staff (CST1 and CST2)

Perceived Necessity of Conflict Sensitivity in Humanitarian Projects

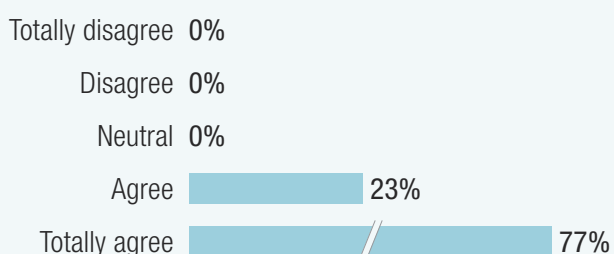


Post-Training Understanding of Conflict Sensitivity: Assessing Knowledge Improvement



At the level of volunteers (CST0)

Perceived Increase in Conflict Sensitivity Understanding After Training



As the pilot study of using a knowledge scale on conflict sensitivity shows positive improvement and valid for use in 2022, Threads of Peace developed the scale into 10 items scale. The number of participants enrolled in the developed knowledge scale is study was 32.

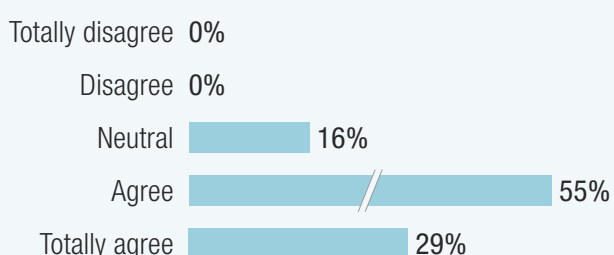
Knowledge Improvement				Maximum Score	25
Knowledge Average Score Baseline	13.06	% Knowledge Gain	+49%	Minimum Score	4
Knowledge Average Score Endline	19.50				
Differences in Means	6.44	N	32		

Intermediate Outcome D.2:

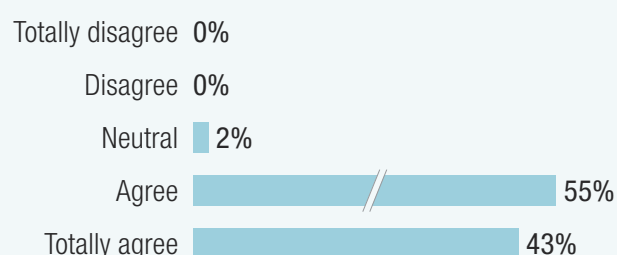
Coordination and exchange of knowledge are advanced amongst NGOs around CS topics

> **Indicator:** #% of LCSF members expressing improved CS exchange with other NGOs

Perceived Utility of Acquired Conflict-Sensitive Measures after the Meeting



Perceived Knowledge Exchange in Conflict Sensitivity at the LCSF Session





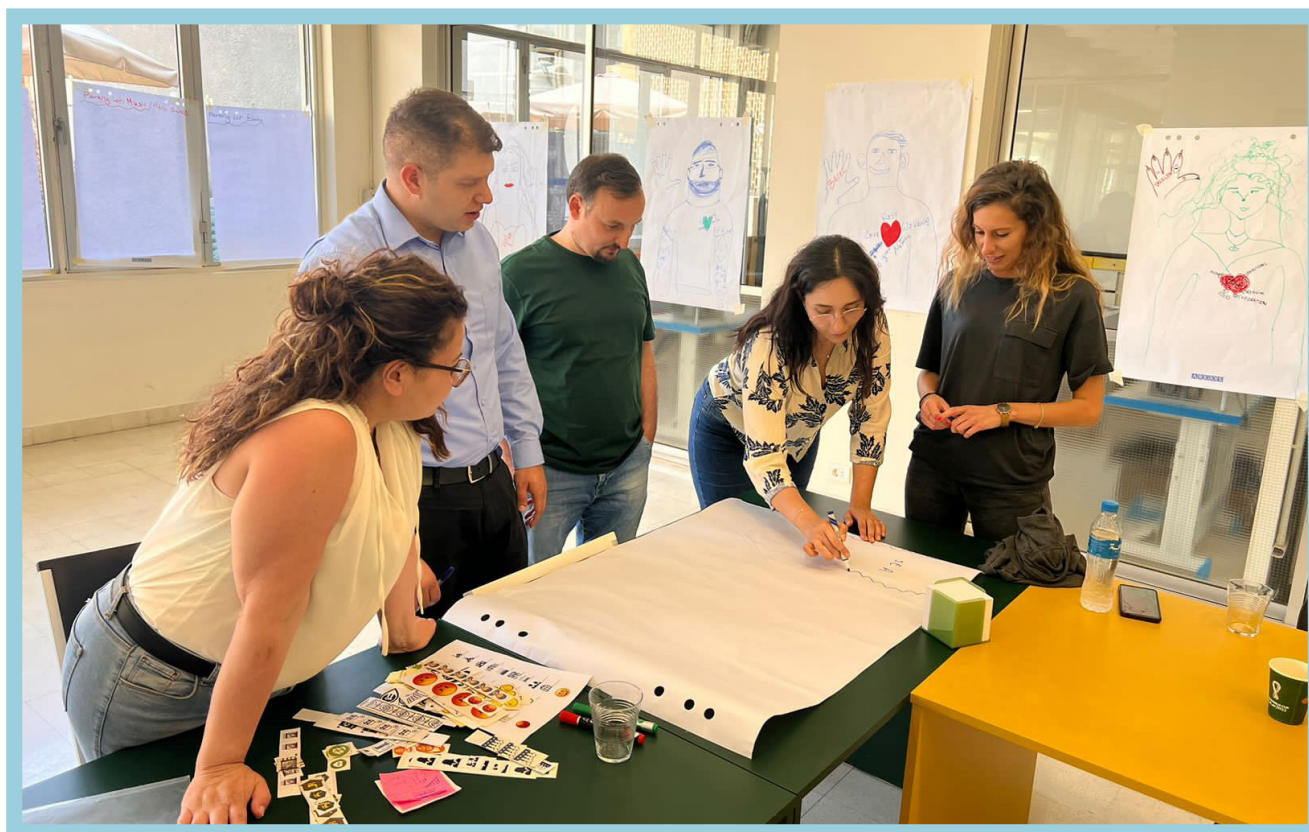
2023 Efforts News by the Conflict Sensitivity to Mainstream Conflict Sensitivity in Lebanon

As part of its ongoing commitment to mainstream conflict sensitivity across humanitarian and development sectors in Lebanon, the Conflict Sensitivity Unit, under the Lebanon Conflict Sensitivity Forum, undertook a significant research effort in 2023.

This initiative culminated in the development of a comprehensive research paper titled: [“Unveiling Challenges and Do No Harm Strategies: A Cross-Sectoral Exploration through the Lens of NGO Staff in Lebanon.”](#)

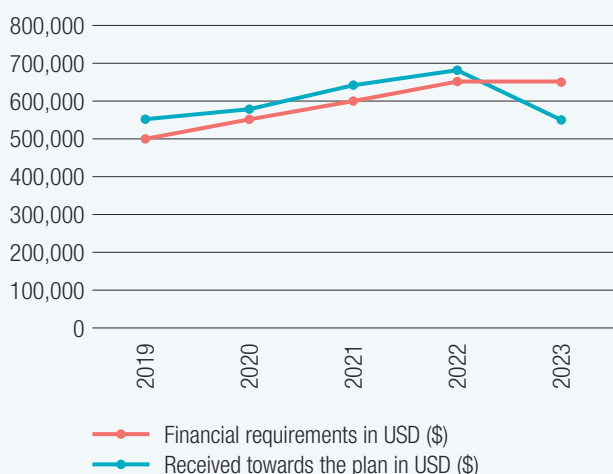
To inform the study, the CS Unit conducted five FGDs with practitioners from diverse sectors. These discussions provided a unique, ground-level perspective on the operational challenges NGOs face and the strategies they employ to mitigate conflict and uphold the “Do No Harm” principle.

The research offers actionable insights to strengthen conflict-sensitive programming in Lebanon and reflects the Forum’s broader mission to foster coordinated, context-aware responses across the humanitarian and development landscape.



Organizational Development: The Support Unit

Finance Department



Human Resources Department

- Policies Established and updated: NA
- Turn-Over Indicator: 5%
- Recruitment Indicator: 0%
- Staff-Care (Outing and Team Building)
 - 3 Staff Outings.

Media Department

- 8 Videos filmed and 1 Documentary on the Community Center.
- Establishment of Media Steering Community at the Community Center with Threads of Peace guidance.
- Coverage of Field Activities, Events, and Meetings
- Growing Reach, Growing Peace: Digital Media Insights:

	2022	2023
Instagram	150	400
LinkedIn	30	100
Facebook	500	2000
Youtube	0	15

M&E Department

- Threads of Peace - M&E Manual launched
- M&E Development Project funded CAFOD won in 2023
- Evidence for Peace: Research & Evaluation Sub-unit
 - Randomized Clinical Trial: Evaluation Study on the Community Center Impact on Social Cohesion in Tripoli.
 - Qualitative Study: Impact of Community Center on Women Running the Center.
- Threading Our Next Five Years Strategy (2024-2028)
 - With an external consultant through the support of Bread for the World, Threads of Peace team went into a week strategy retreat to unfold their next 5 years road and reconstruction of their vision, mission and objectives after 10 years of development and humanitarian work on ground since 2015.

[Read the Strategy 2024-2028 Paper](#)



Delivering on 2022 Learning: Actions We Took in 2023

Enhancing Conflict Sensitivity Delivery and Internal Capacity

- > We prioritized in-person trainings for higher-quality engagement, reserving online platforms only when contextually necessary or participant demand was high.
- > A new forum network was introduced to foster consistent exchange and outreach around CS practices.
- > Interns and part-timers were integrated into the CS Unit, contributing to improved content quality and resource management.
- > We also invested in the unit's capacity by providing more structured time for trainer reflection, ensuring tool improvement and adaptive content delivery.

Expanding Evaluation Tools with Scientific Rigor

- > In collaboration with M&E specialists, we began the development and validation of region-specific evaluation tools, grounded in scientific standards.
- > These include both externally recognized tools and custom created instruments, now undergoing validation for integration into program cycles.
- > This approach ensures that evaluation of social cohesion and peace outcomes is more accurate, contextual, and evidence-based.

Strengthening Strategic Partnerships in the Social Peace Process

- > We reinforced partner roles in the Social Peace Process by introducing structured partnership agreements, MoUs, and joint selection interviews.
- > These agreements clarified responsibilities, improved communication, and ensured mutual accountability across interventions.
- > The result was stronger coordination, equitable power-sharing, and smoother implementation.

Increasing Diversity and Dialogue in Community Engagement

- > We refined our participant selection to include individuals from diverse backgrounds, with an intentional focus on linking personal background and skillsets to peacebuilding roles.
- > This approach has helped highlight how lived experience can guide specialized contributions within the peace process.
- > The separation of Dialogue and NVC (Nonviolent Communication) components allowed each process to have dedicated space, leading to deeper, more meaningful engagement.

Challenges: Top highlights of 2023

Power and Place: Navigating Local Gatekeepers

Challenge: Securing safe, affordable, and cooperative spaces was not always easy.

- > Landlords raised rent prices once they knew an NGO was involved.
- > Some municipal officials lacked supportiveness, delaying or blocking progress.
- > Certain neighborhoods were politically sensitive, restricting our ability to engage communities fully.

Impact: These barriers limited the scale and inclusivity of our initiatives.

Insufficient Foundations for Long-Term Sustainability

- > While participants often showed enthusiasm, many community-led initiatives struggled to sustain momentum over time.
- > Some lacked the planning, confidence, or leadership skills needed to carry ideas forward independently.
- > Crucially, sustainability was rarely embedded from the start, few initiatives had clear plans for continuity, local ownership, or resource mobilization.
- > In remote areas, limited internet and electricity further isolated participants, making long-term support and follow-up difficult.

Impact: This undermined the long-term viability of promising peacebuilding initiatives, weakened participant motivation, and reduced the overall program impact.

Advanced but Isolated: Gaps in Institutional Conflict Sensitivity

Challenge: Conflict sensitivity was applied in advanced ways within specific projects, but lacked organizational institutionalization.

- > Advanced CS approaches were developed and used in several initiatives, especially at the project level.
- > However, these practices remained isolated and were not formally embedded into wider organizational systems.
- > There were no standardized steps to apply CS principles in areas like operations, procurement, partnerships, or program design.
- > The reliance on individual champions or units made conflict sensitivity inconsistent across departments and projects.

Impact: Conflict sensitivity efforts were effective in specific contexts but failed to achieve organization-wide impact, continuity, and accountability.

Sensitive Structures: Power Dynamics in Analysis Spaces

Challenge: Hierarchical dynamics limited open conflict analysis in mixed staff spaces.

- > Field officers, coordinators, and managers often shared spaces for conflict analysis sessions without structured facilitation.
- > Power imbalances created hesitation among junior or field staff to surface sensitive local issues.
- > Important conflict drivers, political dynamics, or social risks were left unspoken or diluted.
- > The quality and depth of conflict analysis for strategic planning suffered.

Impact: This reduced the effectiveness of conflict-sensitive program design and prevented full insight into local dynamics.



Lessons learned: Top highlights of 2023

Prioritize Early and Strategic Community Engagement

To avoid rent inflation, bureaucratic delays, and local resistance that compromise access and scale.

What we'll do:

- > Institutionalize early-stage trust-building and stakeholder mapping as a standard pre-implementation step to know which area to intervene and whether local authorities are prone to accept.
- > Formalize protocols for engaging local gatekeepers (e.g., municipalities, community leaders) before space negotiations.
- > Develop risk-sensitive engagement strategies tailored to politically sensitive areas.
- > Raise awareness on peacebuilding and conflict sensitivity approach to local authorities to improve future easy access and sensitive engagement.

Embed Sustainability from the Start

Sustainable outcomes require intentional planning, not afterthoughts.

What we'll do:

- > Selection of participants from the start with clearer selection criterion when it comes to commitment and enthusiasms.
- > Co-design every initiative with a sustainability framework, including stakeholder mapping, exit strategies, income-generating approach, cross-sectorial module, and resource planning.
- > Introduce continuity indicators and sustainability check-ins at mid-point and closure stages.
- > Train local actors to lead and maintain initiatives post-implementation.

Institutionalize Conflict Sensitivity Beyond the Project Level

To ensure conflict sensitivity is no longer dependent on individual projects or staff, but becomes a cross-cutting, systematized organizational practice.

What we'll do:

- > Develop a tiered conflict sensitivity framework with clear differentiation between project-level, programmatic, and institutional application.
- > Integrate CS into core organizational functions, including planning, HR, procurement, and partnerships through policy updates and staff responsibilities.
- > Launch advanced CS training for managers and coordinators to build shared institutional capacity beyond field implementation.
- > Create internal accountability tools such as conflict sensitivity checklists, reflection points in project cycles, and regular CS audits.

Create Role-Sensitive Spaces for Conflict Analysis

To protect psychological safety, enhance the quality of local analysis, and support stronger, more strategic CS decision-making.

What we'll do:

- > Separate conflict analysis spaces by role and function: field-level analysis for local insight, and strategic level sessions for decision makers.
- > Introduce safe-space facilitation protocols to ensure open sharing, confidentiality, and power-awareness in joint settings.
- > Train facilitators and team leads on managing internal power dynamics when convening mixed groups.
- > Develop clear documentation flows that allow field insights to inform strategy, without compromising safety or relationships.

Financials

Registration Number 22633

Summary Balance Sheet As at 31 December 2023

Statement of Comprehensive Income

(Stated in USD)

Description	2023	2022
Funds and donations	555,708	675,226
Program Services	150,121	(228,201)
Gross Income	405,586	447,025
General and administrative expenses	(199,377)	(259,521)
Salaries and related charges	(274,602)	(207,662)
Depreciation	(3,024)	(2,044)
Taxes and similar charges	(5)	
Financial charges	(3,417)	(21,043)
Financial revenues	57	43
Deficit of the year	(74,782)	(43,245)

Summary Statement of Financial Activities as of December 31 2023

Statement of Financial Position

(Stated in USD)

Description	2023	2022
Assets		
Non-current assets		
Property and equipment	14,313	17,337
Total non-current assets	14,313	17,337
Current assets		
Accounts and other receivables	3,251	1,829
Bank and cash balances	79,860	158,030
Total current assets	83,111	159,859
Total assets	97,424	177,196
Net Assets & Liabilities		
Net Assets		
Surplus Brought forward	62,718	105,963
Net Deficit	(74,782)	(43,245)
Total Net Assets	(12,064)	62,718
Current liabilities		
Accounts and other payables	109,488	114,478
Total current liabilities	109,488	114,478
Total liabilities	109,488	114,478
Total Net Assets and Liabilities	97,424	177,196



Independent Auditor's Report to the Board of Directors of Threads of Peace Report on the Audit of the Financial Statements

Basis for Unqualified Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs 800/805). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Code of Ethics for Professional Accountants (including international Independence standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Other Matters

The financial statements of the company as of 31/12/2022 were audited by Abou Nasr & Associates who expressed an unqualified opinion on 15 February 2024.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting policies described in note 2 to the financial statements, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Emphasis of Matter

We initially issued a report dated 2 September 2024 with a qualification due to the lack of a bank confirmation. However, we received the bank confirmation on 19 December 2024, allowing us to verify the bank balances and ensure their completeness.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Moore Stephens
Registration No.: 2003 / 50

MOORE STEPHENS TABBAL
Certified Public Accountants

Beirut, Lebanon
19 December 2024

Acknowledgements

Strategic Donors/Partners

- >Secours Catholique Caritas France (SCCF)
- >Catholic international development charity (CAFOD)
- >ForumZFD
- >Bread for the World (BftW)
- >Choose Love (CRLM)

Project Donors

- >Agri-forward Project funded by Federal Ministry for Economic Cooperation and Development (BMZ) via World Vision

Project Partners

- >Loubnaniyoun
- >Hope Center
- >Salem Group
- >Cesvi
- >Hamed Center
- >Al Ribat Association
- >Michel Daher Foundation
- >STEP
- >Salam LADC
- >Trubless
- >The Lee Experience
- >Nabad
- >Moasherat Tanmawyeh
- >Noun Al Tadamon
- >Rook and Book
- >Tripolie activists
- >AOB
- >Seenaryo
- >women now

Supporters

- >B&Z
- >International Alert
- >American University of Beirut
Faculty of Health Sciences
- >Mira Mkanna, Mohammad Al Mays,
Rima Ramadan, Rabih Kayrouz

We extend our heartfelt appreciation to the participants and their families for entrusting us with their commitment to a holistic learning experience. This trust has been pivotal in driving significant development and improvement within Threads of Peace over the years.

We are equally grateful to our esteemed donors and partners whose unwavering support has been instrumental in the success of our programs. Their generosity has allowed us to expand our reach and impact. This collective effort, encompassing participants, families, donors, and partners, has not only strengthened our foundation but has also contributed to the continuous enhancement of our initiatives.

We thank each and every one of you for being integral partners in our journey, as together, we strive for a stronger and better society.

The HOPE team



HOPe Team Members

Support Unit

Aida Hussein

Executive Director

Elias Sadkni

Peacebuilding and Conflict Sensitivity Specialist

Ali Al-Khalil

Finance Manager

Ahmad Addam

M&E and Reporting Manager

Hiba Abou-Haykal

HR Officer

Janane Malaas

Logistic, Admin, and Procurement Officer

Diana Kraitem

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Fatimah Al Majzoub

Accountant

Social Peace Unit

Sali Sharaf

Program Coordinator/Trainer

Yusuf Yusuf

ANER Coordinator/Trainer

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