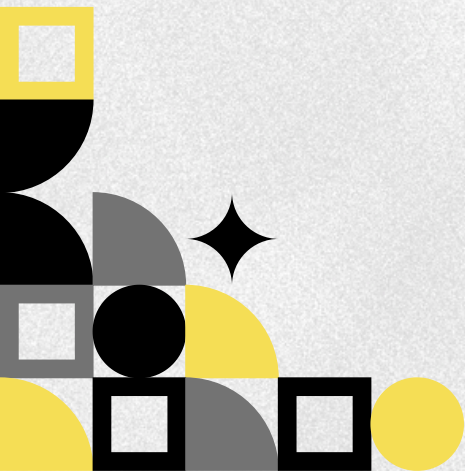


ANNUAL REPORT 2025

PREPARED BY
IBTIKAR TEAM



About Us

A PALESTINIAN PLATFORM FOR ECONOMIC AGENCY

Ibtikar for Empowerment and Social Entrepreneurship is a Palestinian NGO that was established in 2019 in Bethlehem-Palestine. Ibtikar offers innovative youth programs, corporate training sessions, consulting services to foster social innovation and entrepreneurship in the community, and promotes education for social innovation, on the one side. On the other side, Ibtikar develops educational based programs for teachers and students to inspire their education atmosphere for a better qualitative one. Strategically, Ibtikar aspires to contribute to enabling Palestinians to use their creativity to respond to social issues and contribute effectively to building a fairer, more caring, and equal society.

We believe that education for social innovation and equally accessible qualitative education engenders wellbeing amongst young people, women and the whole Palestinian community and helps building a strong nation that is more inclusive, empathetic, and connected.

IBTIKAR VISION OF CHANGE

Ibtikar works to empower the next generation to address society's needs and achieve better wellbeing for all.

IBTIKAR MISSION

Ibtikar connects and inspires, teachers, trains and mentors change agents and innovators to become global problem solvers who can contribute to better Palestinian entrepreneurship and educational eco-systems guided by the United Nation Sustainable Development Goals.

CORE SDGS :

5

Gender Equality

10

Reduced Inequalities

8

Decent Work and Economic Growth



IBTIKAR IN 2025: FROM VISION TO INSTITUTION

"People need more than short interventions. They need relevant skills, trusted accompaniment, emotional safety, and real routes to income and participation."

"In 2025, Ibtikar reaffirmed its commitment to empowering Palestinian communities, grounded in a clear belief: sustainable change begins with people – with their skills, their ideas, and their determination to move forward with dignity. Even under difficult and uncertain conditions, we continued to see that when people are given space, tools, and trust, they generate solutions that are practical, creative, and lasting.

Our work throughout the year went beyond activities and short-term interventions. We focused on creating meaningful spaces for learning, capacity building, creativity, and community initiative – spaces where women and youth could strengthen their confidence, develop practical skills, and turn small beginnings into real opportunities and income pathways.

By working closely with individuals, grassroots actors, and local institutions, we translated ideas into tangible impact. We accompanied emerging initiatives, supported women-led and home-based enterprises, and invested in people not as beneficiaries, but as partners and changemakers. Our approach remains rooted in listening, trust, and long-term accompaniment – because resilient communities are built through relationships, not one-time support.

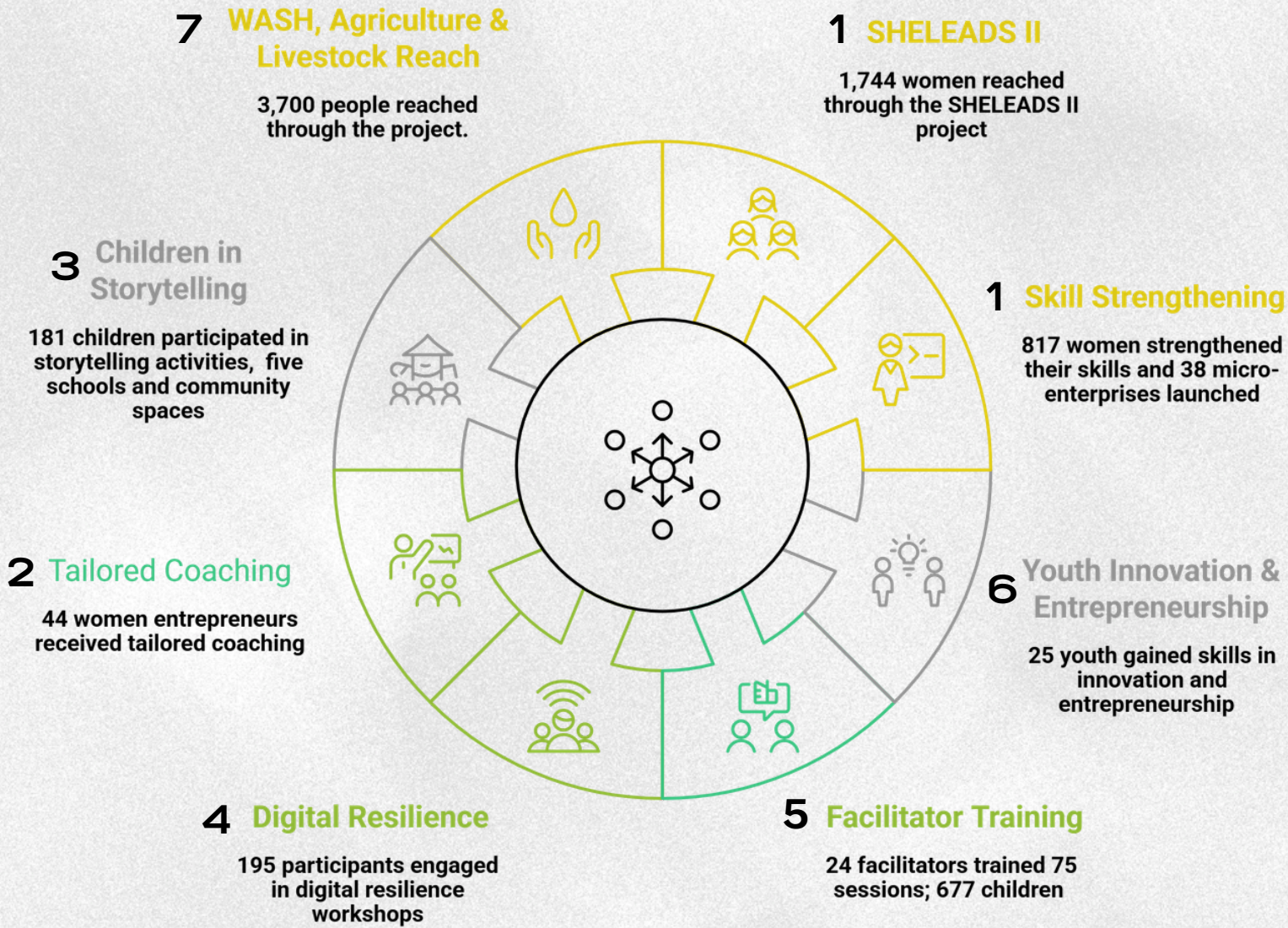
Through thoughtful partnerships and alignment with the United Nations Sustainable Development Goals, Ibtikar continued to grow as a platform for social entrepreneurship and social innovation – connecting people, knowledge, and opportunity. We are proud to stand alongside communities who continue to create, adapt, and rebuild with courage and determination.

At Ibtikar, we do not only invest in projects – we invest in people, because people are the true drivers of recovery, dignity, and sustainable hope."

– [Sulaima Ramadan], Co-Founder and Chief Executive Officer



2025 at A GLANCE



Projects Name :



SHELEADS II



Empowering Women-Led Enterprises Through Coaching and Skills Development



Empowering the Next Generation Through Storytelling



Empowering Digital Resilience: Combating Online Gender-Based Violence in Palestine



Training of Facilitators (ToT) – AGFUND



SEED Palestine Catalyst – Diaspora for Palestine project



A Path to Resilience: WASH and Agricultural Relief in West Bank

***2,744 women across recent programs cross-program figure**

FROM TRAINING TO SUSTAINED ECONOMIC AGENCY

Ibtikar's experience shows that short training alone rarely produces durable livelihoods. Women entrepreneurs may gain knowledge yet remain constrained by weak pricing, limited branding, care responsibilities, movement restrictions, psychosocial stress, and unreliable access to markets.

1**SKILLS**

Practical, market-relevant vocational and enterprise learning.

2**COACHING**

Trained local youth accompany enterprises over time and tailor support to actual challenges.

3**WELL-BEING**

Psychosocially responsive practice, safe spaces, safeguarding, and referral pathways.

4**MARKETS**

Product development, bazaars, wholesale relationships, fair-trade channels, and emerging digital sales.

5**LOCAL LEADERSHIP**

Community facilitators, educators, artisans, and youth multiply knowledge and reduce dependence on external experts.

KEY ACHIEVEMENTS & IMPACT

In 2025, Ibtikar continued turning challenges into opportunities, empowering communities in the southern West Bank to thrive despite uncertainty. Through our projects, people became drivers of change, building skills, confidence, and livelihoods that benefit families and neighborhoods.

SHELEADS II empowered 1,744 women, of whom 817 strengthened their skills, launched 38 micro enterprises, and increased their income. The project also fostered stronger community collaboration, enhanced visibility for women-led initiatives, and created a model of empowerment now being adopted by other NGOs.

Empowering the Next Generation Through Storytelling engaged 181 children across five Palestinian schools to reconnect with their cultural heritage. Through traditional puppet storytelling, children strengthened self-expression, confidence, and communication skills, while deepening their sense of identity and belonging.

Empowering Women-Led Enterprises provided targeted coaching and hands-on mentorship to 44 women entrepreneurs, enhancing their business management, digital marketing, and financial literacy. Participants gained confidence, expanded professional networks, and accessed opportunities for collaboration, fostering long-term economic resilience.

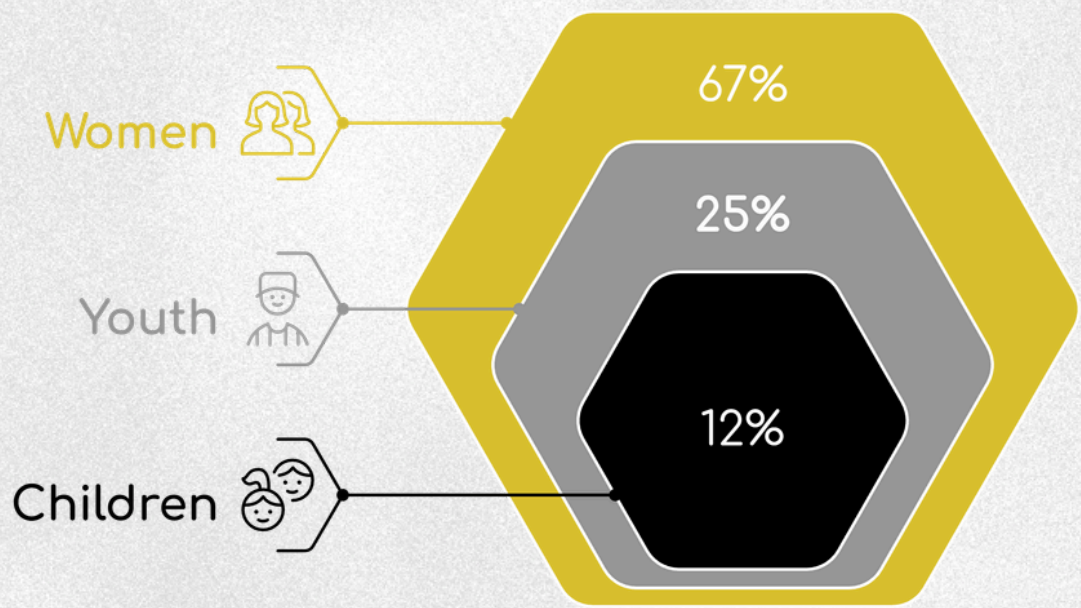
Empowering Digital Resilience reached 195 participants, primarily women and girls, with practical workshops on digital safety and technology-facilitated gender-based violence (TFGBV). The project introduced a first-of-its-kind Arabic AI-powered mobile app for secure reporting and established a dedicated online safe space, increasing participants' confidence and ability to protect themselves and their communities online.



Training of Facilitators (ToT) – AGFUND transformed 24 educators into dynamic mentors, equipping them with participatory pedagogy and psychosocial tools. They delivered 75 sessions to 677 marginalized children in schools, refugee camps, and under-resourced community hubs, fostering confidence, curiosity, and social leadership while reigniting educators’ motivation and creating sustainable peer networks.

A Path to Resilience: WASH and Agricultural Relief directly trained 161 individuals in practical water management, sustainable agriculture, and livestock practices, with knowledge further shared across communities. Families strengthened their independence by improving water system maintenance, increasing food production, and generating income from local livestock products – reducing household costs, enhancing dietary diversity, and improving livelihood stability in vulnerable communities.

Diaspora for Palestine – SEED Project engaged 14 youth participants in developing innovative responses to local community challenges, strengthening their problem-solving, entrepreneurial thinking, and pitching skills. Through intensive workshops, participants transformed ideas into minimum viable solutions, expanding opportunities for youth-led innovation and future enterprise development.



PROGRAMS, PROJECTS & SHORT INTERVENTIONS

SHELEADS II



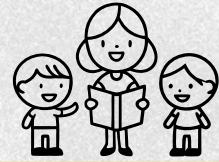
Building on previous achievements, SHELEADS II continued to empower women, particularly refugees and those in underserved communities, through an integrated approach combining skills development, entrepreneurship, market access, mentoring, and psychosocial support.

The project reached 1,744 women, including 817 who strengthened practical and vocational skills, while 38 women launched micro-enterprises. Open-air markets enabled participants to test products, generate sales, build confidence, and increase visibility. Sixteen entrepreneurs received individualized mentoring from youth business coaches trained by Ibtikar, while the youth-led initiatives Her Lens and We Lead Marketing supported branding, storytelling, and market outreach.

In collaboration with UNRWA, 94 women received 30 hours of structured psychosocial support, complemented by an informal referral pathway to relevant services. Implemented through the partnership with GIZ under the BMZ-funded project “Strengthening the Influence of Palestinian Refugees on their Living Conditions – Part II,” SHELEADS II continued to strengthen women’s economic participation, resilience, confidence, and opportunities for sustainable livelihoods.



Empowering the Next Generation Through Storytelling



During the first half of the year, Ibtikar, in partnership with the United Network of Young Peacebuilders (UNOY), implemented a storytelling project reaching 181 children across five schools and community spaces in the Southern West Bank. Through 12 interactive workshops, children used traditional Palestinian puppets and storytelling to explore themes of fear, hope, belonging, and identity, while expressing emotions that can be difficult to communicate.

The workshops provided safe, culturally grounded spaces for expression, reflection, and connection, helping children strengthen emotional awareness, self-expression, and confidence. The initiative was particularly relevant in communities affected by instability and settler violence, where children have limited access to safe and creative psychosocial spaces. By combining cultural heritage, storytelling, and structured activities, the program supported children's emotional well-being and strengthened their connection to identity and community.



Empowering Women-Led Enterprises Through Coaching and Skills Development



Building on the lessons of the Youth Business Coaches (YBCs) programme implemented between 2022 and 2023, the Empowering Women-Led Enterprises Through Enhanced Coaching and Practical Skills Development project continued with two of its three coaching cycles implemented in 2025, supporting a total of 44 women entrepreneurs across the southern West Bank.

The programme provided tailored accompaniment addressing enterprise-level needs in pricing, financial management, branding, product development, digital marketing, and customer engagement. Trained youth business coaches accompanied entrepreneurs over time, helping them apply learning to real business decisions, test solutions, and address practical challenges.

The project also strengthened Ibtikar's Youth Business Coaches unit, reinforcing locally rooted mentorship structures while creating leadership opportunities for young people. This approach contributed to improved business management, confidence, market engagement, and longer-term growth opportunities for women-led enterprises.



Training of Facilitators (ToT) – AGFUND



In 2025, Ibtikar, in partnership with Aflatoun International and with support from AGFUND, trained 24 educators and youth facilitators in participatory life-skills education, financial education, and psychosocially responsive practices. The four-day Training of Facilitators strengthened their pedagogical skills and equipped them to serve as trusted mentors supporting children's emotional, social, and practical development.

Following the training, facilitators delivered 75 sessions across 16 schools and community centers, reaching 677 children aged 6–15 in refugee camps, peripheral villages, and urban areas of Bethlehem and Hebron. The initiative invested in local multipliers who adapted learning to short school hours, mixed-age groups, and mobility restrictions, creating safe and interactive spaces for children to express themselves, build confidence, and develop practical life skills.

The initiative demonstrated the value of locally led, teacher-driven approaches in constrained educational settings, helping maintain learning opportunities while strengthening children's psychosocial well-being, financial awareness, and social skills.



Empowering Digital Resilience: Combating Online Gender-Based Violence in Palestine



During the first half of 2025, the project strengthened digital literacy, online safety, and legal awareness among women, girls, and youth in Bethlehem, Hebron, and surrounding underserved communities. Forty workshops reached 195 participants—180 women and girls and 15 men and boys—providing practical guidance on digital privacy, secure communication, online abuse, reporting options, social media safety, and legal protections.

Co-facilitated by trained digital safety educators and legal experts, the workshops used participatory and trauma-informed approaches to create safe learning spaces. Post-program feedback showed that 82% of participants reported improved digital literacy, while 90% reported greater confidence in responding to technology-facilitated gender-based violence (TFGBV).

The project also developed an Arabic-language digital tool designed to support users in identifying harmful content, reporting abuse confidentially, and accessing information on Palestinian cyber laws. The tool requires further testing, data-protection review, and sustainability planning before wider deployment. Together, the initiative strengthened community capacity to prevent and respond to online gender-based violence while advancing practical digital safety solutions for underserved communities.



A Path to Resilience: WASH and Agricultural Relief in West Bank



In 2025, the WASH and Agricultural Resilience project strengthened household resilience, food security, and livelihoods across the southern West Bank. The project distributed 50 WASH toolkits, 50 agricultural-input packages, and 60 livestock kits, and trained 495 participants in practical water, agriculture, and livestock solutions.

Participants learned water-system maintenance, safe greywater reuse, small-scale agriculture, and livestock management, enabling households to reduce costs, improve food security, and explore income-generating opportunities. Women and youth played an important role in applying and sharing these practices within their communities, strengthening confidence, self-reliance, and sustainable household practices.

Project records report approximately 3,700 people reached directly and indirectly across the southern West Bank. To strengthen future reporting, Ibtikar will distinguish between kit recipients, training participants, household members, and indirect reach, rather than combining these groups into a single beneficiary figure. The project demonstrates how targeted, locally led interventions can strengthen livelihoods and build practical, long-term resilience in vulnerable communities.



SEED Palestine Catalyst – Diaspora for Palestine project



In the second half of 2025, the SEED Palestine Catalyst – Diaspora for Palestine project engaged youth in a 72-hour innovation challenge focused on developing practical solutions to local community needs. Fourteen young participants developed five to six early-stage prototype solutions, applying design thinking, Lean Canvas, business modelling, and pitching techniques.

Supported throughout the challenge by Ibtikar mentors, participants gained hands-on experience in developing and presenting their ideas while strengthening their entrepreneurial skills and confidence. The next stage will focus on assessing whether these solutions are piloted, financed, or implemented beyond the event.



The Palestinian Puppets: Fabric of Memory



In 2025, efforts continued to empower women artisans in Bethlehem and Hebron Governorates by combining cultural preservation with economic opportunity. Approximately 150 women artisans were active during the reporting period, creating handcrafted fabric dolls and heritage products that connect cultural preservation, storytelling, and economic participation. Building on the work launched in 2023, the dolls, dressed in traditional Palestinian attire, preserve cultural memory, identity, and craftsmanship while creating opportunities for income generation.

A permanent exhibition space at Ibtikar, located along the Palestinian Heritage Trail, showcases the growing collection of dolls alongside other heritage-based products. The space connects visitor engagement with direct support for women producers and increases the visibility of their work.

Through collaboration with partners including the World Bank, AFD, JapanGov, and JSDF, efforts continued to strengthen resources, visibility, and opportunities for women artisans. By linking heritage preservation with economic empowerment, the project supports dignified livelihoods, promotes intergenerational knowledge transfer, and contributes to the sustainability of women-led artisanal work.



How to use dolls & handcrafts for storytelling, education and awareness raising



In a collaborative initiative with IFWEA, Ibtikar conducted an advanced training course on leveraging dolls and handcrafts as innovative tools for storytelling, education, and community awareness. The course combined practical crafting exercises with conceptual learning, enabling participants to explore how creative mediums can address social issues, preserve cultural heritage, and foster meaningful engagement with communities.

Through collaborative activities and guided reflection, participants developed hands-on skills in crafting and using dolls as educational instruments, while learning to design awareness-oriented narratives that support marginalized groups. By the conclusion of the course, participants demonstrated strengthened capacity to integrate creative expression into community engagement and learning environments, showcasing the role of cultural crafts as accessible and impactful tools for social change and knowledge dissemination.

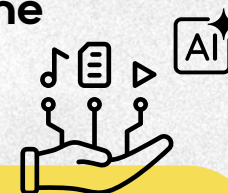


Empowering Palestinian Youth through Innovation & Social Entrepreneurship



At the end of 2025, the initiative “Empowering Palestinian Youth through Innovation and Social Entrepreneurship” began supporting Palestinian youth aged 18–35 in transforming their innovative ideas into actionable projects with social and economic impact. It provides individual mentoring sessions where participants receive guidance on developing viable initiatives, preparing professional project proposals for funding opportunities, and overcoming challenges during planning and implementation. The program emphasizes practical support, constructive feedback, and confidence-building, while expanding participants’ networks with experienced professionals and potential supporters. By creating a safe, participatory, and supportive environment, the initiative equips youth to generate meaningful social impact within their communities.

The Media Literacy Project in Palestine



The initiative strengthened digital awareness and promoted the use of AI in media and marketing. Workshops for women entrepreneurs—coordinated with Ibtikar—focused on AI tools for content creation, social media promotion, and practical marketing skills. Interactive sessions for Bethlehem University students further developed marketing awareness and the ability to distinguish AI-generated from real images. These activities enhanced media literacy, digital competence, and collaboration between universities and community-based enterprises.

By building practical skills and fostering hands-on learning, the initiative empowered participants to apply AI tools confidently in their work, creating opportunities for innovation, entrepreneurship, and sustainable community engagement.

Growing a resilient organization

Ibtikar's expanding portfolio, partnerships, market activity, and community reach required stronger people and systems behind its programs. The priority was not growth alone, but an institution capable of protecting quality, accountability, and community trust as responsibilities increased.

PEOPLE

A seven-person paid core team works with 22 volunteers and a wider network of trained coaches and facilitators. Cross-training and delegated program leadership are building stronger second-line capacity.

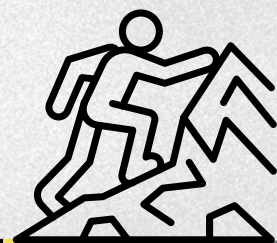
SYSTEMS

Ibtikar is clarifying roles, documenting workflows, linking program and management reviews, and strengthening centralized outcome monitoring so institutional knowledge does not remain with one person.

SUSTAINABILITY

Product sales, paid institutional services, repeat wholesale relationships, and diversified partnerships are being developed alongside grant-funded programs to improve organizational continuity.

The next institutional challenge Ibtikar must continue moving from founder-dependent execution toward distributed leadership while retaining the adaptability and long-term community relationships that shaped the organization from its beginning.

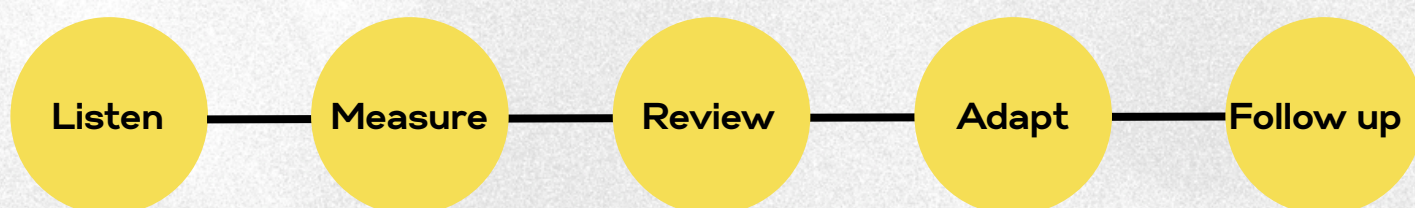


How evidence changed our work

Evaluation shapes program design. Evidence showed that short training alone rarely produces durable livelihoods, leading Ibtikar to develop sustained coaching in which trained youth accompany women-led enterprises over time.

Coaching notes and sales information identify recurring gaps in pricing, branding, financial management, product quality, and market access. Participant feedback led us to decentralize delivery, adapt schedules around care responsibilities and movement restrictions, and combine economic support with psychosocially responsive practice and referrals.

THE MANAGEMENT LOOP



WHAT WE STILL NEED TO IMPROVE

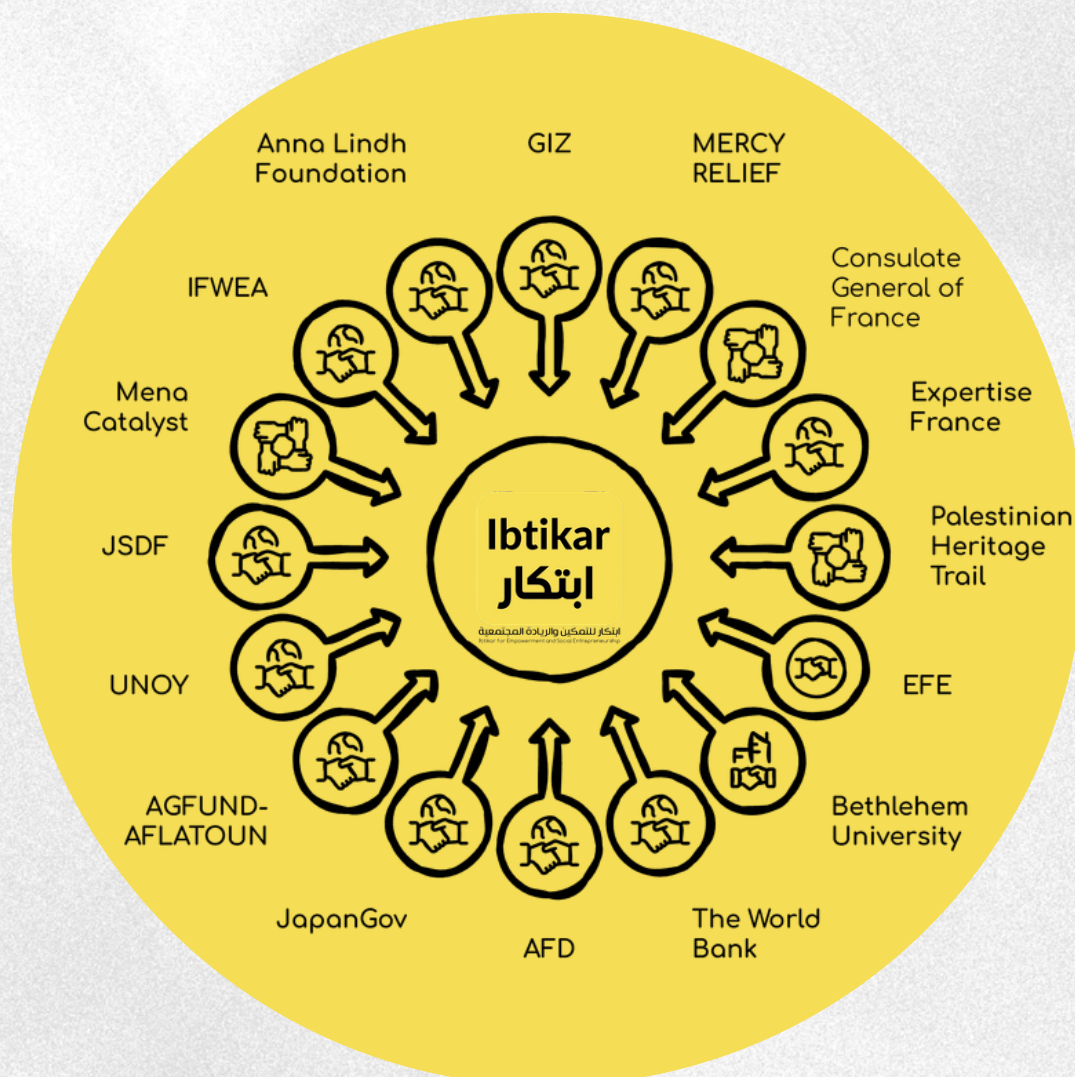
- Distinguish unique participants, repeat participants, households, and indirect reach.
- Use consistent baselines and follow-up measures for income, enterprise survival, confidence, safety, and well-being.
- Track whether enterprises and prototypes remain active beyond funded program periods.
- Separate grants, product sales, and paid-service income in management and public reporting.
- Monitor staff workload and well-being as part of responsible growth under prolonged crisis.

Partnerships

Throughout 2025, Ibtikar strengthened its impact through strategic partnerships with local, regional, and international organizations, selected in response to needs identified by communities and program teams. Partnerships were developed where external expertise, financing, technology, institutional access, specialized knowledge, or market opportunities could complement Ibtikar’s capabilities while respecting Palestinian leadership and community ownership.

These collaborations supported program delivery, technical learning, safeguarding, market access, and local outreach, while enabling Ibtikar to reach marginalized communities and strengthen the quality and relevance of its interventions. International and institutional partners also contributed global perspectives, technical guidance, and opportunities for knowledge exchange and innovation.

Together, these relationships strengthened Ibtikar’s ability to develop sustainable and locally grounded solutions across Palestine. Ibtikar extends its appreciation to every participant, staff member, volunteer, coach, facilitator, institution, donor, and market partner who contributed their time, trust, expertise, and resources to this shared work.



“We thank our partners and funders for their continued support.”

Looking Ahead

As we reflect on the achievements of the past year, Ibtikar remains committed to building on these successes and expanding its impact. Our ambition is not growth for its own sake, but to build a durable Palestinian institution that transforms community knowledge, creativity, and production into economic agency, dignity, and locally led change.

In the year ahead, Ibtikar will focus on extending its integrated enterprise-support model to additional communities while maintaining the depth and quality of accompaniment. Support for women- and youth-led enterprises will remain central, with greater attention to business performance, operational capacity, and long-term sustainability. We will also expand market opportunities for women artisans through repeat wholesale, e-commerce, and international retail channels, strengthening the connection between cultural production and sustainable livelihoods.

Developing local coaches and facilitators will remain a key priority, ensuring that knowledge, skills, and leadership are embedded within communities and can be multiplied over time. At the institutional level, Ibtikar will strengthen second-line leadership, financial planning, transparent revenue classification, and centralized outcome monitoring to support sustainable growth and stronger accountability.

Innovation, inclusivity, and strategic partnerships will continue to guide our work. By combining local insight with global expertise, emerging technologies, evidence-based approaches, and community-led solutions, Ibtikar aims to create adaptable responses to evolving social, economic, and digital challenges.

Ultimately, the year ahead will focus on sustainable growth, stronger local leadership, and transformative change, ensuring that today's investments in people, enterprises, and communities contribute to long-term social and economic development.





+972 59-875-6808



Ibtikar Palestine



ibtikarpal@gmail.com



Ibtikar palestine ابتكار فلسطين



ibtikarpal



www.ibtikar.ps

