



Funded by the European Union  
بتمويل من الاتحاد الأوروبي

# SOCIAL JUSTICE INCUBATION PROGRAM

## Social and Solidarity Economy in Lebanon – Feasibility Study

SEE Change

هو استكمال مشروع بدائل وغيرها من المشاريع الممولة من الصندوق الائتماني الأوروبي مدد لدعم المشاريع الريادية.



## Acknowledgement

Under the **SEE Change project**, funded by the European Union Trust Fund Madad, **COSV**<sup>1</sup> has conducted a feasibility study for the social and solidarity economy in order to better understand the local needs and tailor a **“Social Justice Incubation Program”** accordingly.

The general objective of this feasibility study is to co-identify with local communities and key stakeholders both the most suitable actors (individuals and organizations) and the optimal environmental factors for a successful and impactful incubation of 20 new social economy initiatives in Beqaa, North, Mount Lebanon, Beirut and South Lebanon.

For this feasibility study, in addition to the consortia partners<sup>2</sup>, COSV has partnered with local and international stakeholders operating in Lebanon such as the Lebanese Organization for Studies and Training (LOST), Make Sense Lebanon, Tripoli Entrepreneurs Club (TEC) and Gesellschaft für Internationale Zusammenarbeit (GIZ), which have all contributed to the analysis and to the drafting of this report.

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## Acronyms List<sup>3</sup>

CBT	Competency Based Training
CDR	Council for Development and Reconstruction
CSR	Corporate Social Responsibility
DGVTE	Directorate General of Vocational and Technical Education
ENP	Enterprising Non-Profit
ERP	Enterprise Resource Planning
EU	European Union
HCP	Higher Council of Privatization
ICSEM	International Comparative Social Enterprise Models
ICT	Information and Communications Technology
KII	Key Informant Interviews
LBP	Lebanese Pounds
LMO	Labor Market Observatory
LSE	Lebanese Social Enterprises Association
MoU	Memorandum of Understanding
MSA	Market System Assessment
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
OECD	Organisation for Economic Co-operation and Development
PPP	Public Private Partnership
PSE	Public Social Enterprise
SAL	Société Anonyme Libanaise
SARL	Société à responsabilité limitée
SB	Social Business
SC	Social Cooperatives
SE	Social Economy
SEE CHANGE	Social Enterprise Ecosystem Change
SJIP	Social Justice Incubation Program
TVET	Technical and Vocational Education and Training
VET	Vocational Education and Training
VTI	Vocational Training Institutions

<sup>3</sup> Sorted from A to Z

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# THE SOCIAL AND SOLIDARITY ECONOMY IN LEBANON FEASIBILITY STUDY

## EXECUTIVE SUMMARY

Social justice remains - to many - an idealistic theory that is far from being achieved. In countries with mature social entrepreneurship ecosystems, the advancement of social justice has become a “market opportunity” for social economy organisations working towards scaling up the whole sector of social entrepreneurship. This feasibility study report attempts to position Lebanon in the global social economy and social justice discussion, and assesses the feasibility of leveraging social entrepreneurs in the advancement of social justice in Lebanon. This feasibility study is part of a larger project that aims at scaling up 20 new models of collaborative initiatives in Lebanon and supporting them with technical capacity building via an incubation program as well as financial aid. The results of the feasibility study will inform the selection of the 20 models.

This report defines social Justice as the view that “everyone deserves equal economic, political and social rights and opportunities.” The five main principles of social justice include: access to resources, equity, participation, diversity, and human rights. As Alexandra Ocasio Cortez put it, “a Just Society aims to ensure that we are on a path towards shared prosperity for all. A just society provides a living income, safe working conditions, and healthcare as well as it acknowledges the value of immigrants to our communities. A just society guarantees safe, comfortable, and affordable housing”. This feasibility research has tested this definition by collecting the perspectives of different Lebanese communities as well as inquiring about those communities’ social needs and aspirations. In Lebanon, diverse social issues have emerged including access to electricity and water, protection of the environment, public transport, food Security, equal access to Jobs, supporting the arts industries, equal access to proper education, social cohesion, gender equality and many more. Some informants even proposed community solutions that can address those social needs. The feasibility study investigated different existing social entrepreneurs in Lebanon, and examined four categories of social economy organisations:

- 1. A community enterprise** which is a coalition of people with different legal structures such as a small or medium enterprise, NGO, foundation where founders and/or shareholders are public, private and/or citizens that intend to improve the community welfare in a specific geographical area.
- 2. An NGO in transition** which is a non-governmental organisation willing to transit or to strengthen its market-oriented activities with the support of peer organisations. The transition refers to the financial structure of the activities of the organisation, from a financial structure based solely on donations and grants to a hybrid financial structure of their activities.
- 3. A Public Private Partnership** is a long term agreement between a government or governmental entity and a private company or groups of private companies. The purpose behind this model is to take advantage of the private sector’s efficiency, expertise and financial resources when delivering a public asset or service.
- 4. A school enterprise** is a social business that is willing to invest in the Vocational Education and Training (VET) sector to advance the sector of education and upgrade part of the VET institutions into competitive service providers while maintaining their educational and training goal.

These four categories will be further explored throughout the incubation program for the 20 selected collaborative initiatives.

Ultimately, this project will feed into an “impact for policy paper” aimed at advancing policies related to social enterprises in Lebanon. Today, Lebanon faces very limited social justice laws and regulations and lacks a legal structure for social enterprises. With this large legislative gap, it has become crucial to advocate for a policy reform to create a more adequate enabling environment for social economy organisations to bloom and scale up. In an economy predominantly driven by the private sector like Lebanon, the nexus of social entrepreneurship and social justice seems promising.



SEE Change

SOCIAL AND SOLIDARITY ECONOMY IN LEBANON  
FEASIBILITY STUDY

CHAPTER I

# BACKGROUND

## I. BACKGROUND

Amid the multiplying economic, financial, political and security-related crises Lebanon has been going through for the past two years or more, it has become evident that businesses are struggling to survive, especially fragile ones such as start-ups and young entrepreneurial organisations. Social, cultural and environmental issues on the other hand, have become neglected and deprioritized. This has created a growing interest by local communities and the private sector as well as the international development agencies to provide support in this arena, especially given the long-known inefficiency and limited capacity of the Lebanese State.<sup>4</sup> As such, the concept of “Social Entrepreneurship in Lebanon” has been on the rise. Globally, a lot of controversy surrounds this term and experts’ opinions have varied significantly when it comes to defining it. To avoid such confusion, in this report we adopt the main definition developed by the Lebanese Social Enterprises Association (LSE) provided below. In order to be recognized as a “Social Enterprise” within the association, the non-governmental organisations and commercial institutions are required to:<sup>5</sup>

1. Pursue an environmental, social or commercial objective provided that the latter is directed towards people with financial or social difficulties. The focus of the institution’s work must be centred on its social and environmental message. This should be reflected in its mission statement, objectives, rules and procedures, products, and production processes.
2. Directly run all activities related to their environmental or social mission (recycling, waste treatment, integration of people with special needs ...).
3. Generate income through sales of products and/or services.
4. Aim for financial stability and long-term sustainability.
5. Reinvest at least 50% of their profits in their activities.

Lebanon’s ecosystem of social entrepreneurship is a nascent one and is relatively less populated than others in the region. While such data is still lacking in many Arab countries, a 2018 study commissioned by the European Commission shows that in Lebanon the total number of estimated social businesses ranges between 100 to 200. In Palestine, for instance, the number is slightly higher, at 301.<sup>6</sup> In Egypt, the total number of social enterprises is estimated to be over 55,000.<sup>7</sup> In Europe, due to measures undertaken as part of the Europe 2020 Strategy, social entrepreneurship has gained significance on political agendas, with variable penetration rates depending on the country. According to a CIRIEC study, paid social economy employment accounted for 9 to 10% of the active population in Belgium, France, Italy, Luxembourg, and the Netherlands in 2015, whereas it was less than 2% in Croatia, Lithuania, Slovakia, Slovenia, and Romania. A rising interest in social entrepreneurship can be seen throughout Eastern Europe, the Balkans, and the Baltic nations, notably among policymakers, opening the way for a good evolution of social economic ecosystems.

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<sup>4</sup> Malaeb, Bilal, 2018, “State fragility in Lebanon: Proximate causes and sources of resilience”, International Growth Centre, sponsored by the London School of Economics (LSE) and University of Oxford. <https://www.theigc.org/wp-content/uploads/2018/04/Lebanon-country-report.pdf>

<sup>5</sup> 2019-2020, “Social Entrepreneurship In Lebanon Impact Assessment”, Lebanese Social Entrepreneurship Association. <https://lseassociation.org/wp-content/uploads/2022/04/Impact-Assesment-of-Social-Enterprises-in-Lebanon-2019-2020.pdf>

<sup>6</sup> 2018, “Study On The Opportunities For Impact Investing To Promote The Social And Green Economy In The Southern Neighbourhood”, page 65. Transports & Infrastructures Expertise Group (TIEG).

<sup>7</sup> Amr Seda and Mamdouh Ismail, 2020, “Challenges facing social entrepreneurship. The implications for government policy in Egypt”, Vol. 5 No. 2, Review of Economics and Political Science. <https://www.emerald.com/insight/content/doi/10.1108/REPS-03-2019-0036/full/pdf?title=challenges-facing-social-entrepreneurship-the-implications-for-government-policy-in-egypt>



In light of those statistics, it might appear that social businesses in Lebanon are limited. Yet, culturally and historically, Lebanese communities have often relied on themselves for solving their challenges and attending to their own needs given the quasi-absence of the State, by that, indirectly practicing social entrepreneurship without necessarily realizing it.<sup>8</sup> Nevertheless, the current Lebanese ecosystem of social entrepreneurship still needs tremendous support in order to grow further, and help economic sectors in thriving. To achieve that, collaboration is essential among social enterprises, especially in such a nascent ecosystem where most players operate on a relatively small scale. In unity there is strength, and collaboration is a form of unity in which players, i.e. social enterprises in this context, can share expertise and learnings contributing towards the same social objectives or aims. The model of a social enterprise is another factor that plays a major role in this equation. Globally, social enterprises have evolved tremendously throughout history to include a diversity of models or structures, ranging from the basic “product model”, all the way to the “solution model”, “matchmaking model” and “multi-sided model”.<sup>9</sup> Ideally, in a healthy and developed ecosystem of social entrepreneurship, a diversity of such models should co-exist.<sup>10</sup> This diversity allows multiple stakeholders within society, including the public sector, to be involved and influenced, in turn improving the chances of achieving social justice. As such, this project (see below for more details) tries to support the young Lebanese ecosystem of social entrepreneurship in order to further expand it and encourage the creation of diverse and new models matching global trends in this sector.

In collaboration with its consortium members Oxfam and Beyond Group, COSV and partners were contracted in late 2020 to implement a project that’s co-funded by the EU-MADAD trust fund, called the “SEE CHANGE Social Enterprise Ecosystem project”. Considering the worsened overall social and economic situation in Lebanon, and in the Beqaa, North and Mount Lebanon regions in specific, this project was developed to counter this downturn by strengthening innovation through social entrepreneurship in a collaborative way. By raising awareness on the concept of social economy, and by providing technical and financial support to new and existing startups in this sector as well as supporting entrepreneurial organisations orga, this project aims at creating opportunities for social stability and thus supporting the local social economy and entrepreneurs.

## A. A Global View: The ICSEM model and the Social Economy <sup>plus</sup> matrix

The current COVID-19 pandemic catastrophe occurred while the globe was still reeling from a decade-long financial crisis and climate change was approaching a point of no return. As a result, a scenario that is beginning to be regarded as unprecedented has arisen (at least since WWII). To the point where some observers predict a revolution in economic thought, putting an end to decades of neoliberal supremacy in both economics and politics.

In Lebanon we find local factors which exacerbate the impact of the above-mentioned world crisis as we have seen in the chapter explaining local background (political instability, institutional failure, impact of geopolitical tensions in the area, etc.).

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<sup>8</sup> 2021, “Se Support Needs Assessment Assessing The Financial And Non-Financial Support Needs Of Existing Social Enterprises”, Beyond Group SAL.

<sup>9</sup> <https://socialbusinessdesign.org/business-models-for-social-enterprises/>

<sup>10</sup> More can be found on the diverse models of social enterprises further down in the report, under the section on the “ICSEM Model”.

To the point that the simultaneous events of the pandemic and Beirut's blast have resulted in a probably unparalleled situation across the world.

[Chaves & Monzon \(2018\)](#) say "within the framework of the Kuhn's theory of the scientific revolutions (...) in the social sciences, major changes in paradigms of scientific revolutions, and with them, changes in the language and concepts that generate a new worldview, are produced simultaneously to the great crisis and socio-economic transformations".

Prior to such scientific revolution there was a series of "competing" paradigms or concepts. In relation to the "space between the public economy and the private for-profit economy", both Social Economy and Nonprofit/Third sector have enjoyed a prevalent position for decades, sometimes as competing ones. However, since the financial crisis which started in 2007, a series of new concepts which in some cases were developed before, have entered the field: Social Enterprises/Social Entrepreneurship, Social and Solidarity Economy, Economy of the Common Good, etc.

Kuhn (2012), states that "for a scientific field to establish itself, it needs to move beyond conceptual conversation and move towards applied science."<sup>11</sup> In this situation we propose to use this conflation of concepts and proposals, in the exceptional situation with which we are confronted, to test an applied research based on two theoretical pillars.

On one side **the social economy**, which is not reduced to a few classical legal forms, but is "based on structural criteria, such as its social aims, its participatory and democratic decision criterion and its profit distributive criterion based on the prevalence of people and labor factor over capital"<sup>12</sup> (Chaves & Monzon, 2018). Moreover, the different economic units do not even need to be formal ones, formalization often being a request from external actors. However in our case, we intend to confront a series of initiatives and organizations (community enterprises, school-enterprises, enterprising non profits and public service social enterprises), with the "structural criteria" of the social economy.

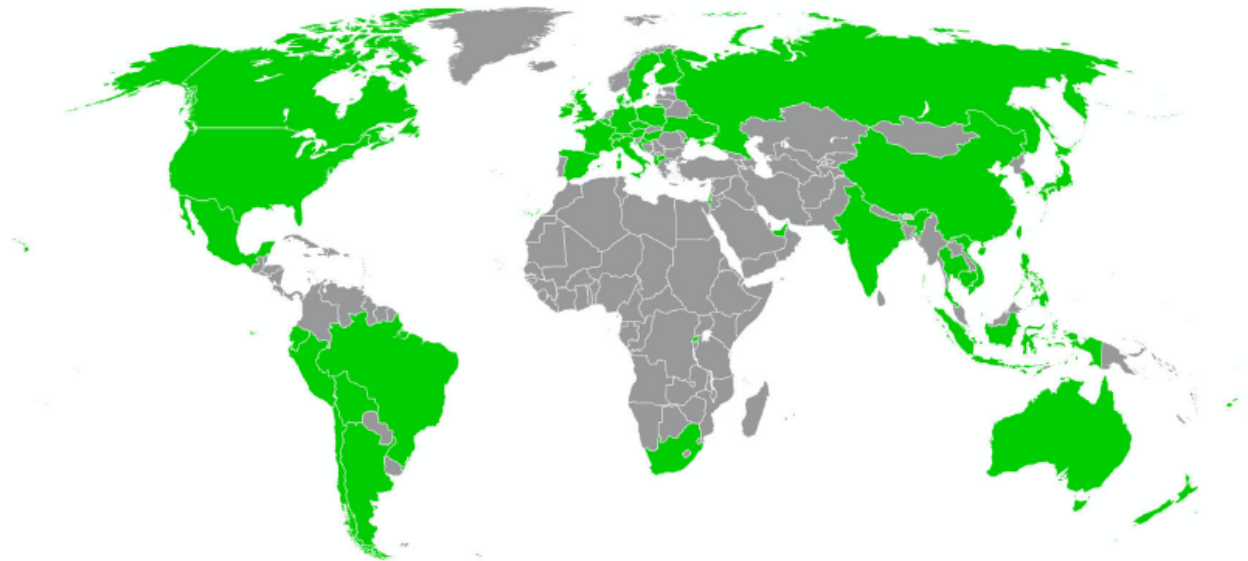
We also need a new operational framework to "localize" the social economy proposition in a context that is considerably different from where it was first conceived and where it has become more visible. This operational framework is offered by the International Comparative Social Enterprise Models (ICSEM) Project, the most relevant attempt to compare social enterprise models and their respective institutionalisation processes across the world. The official kick-off meeting of the ICSEM Project took place on July 5, 2013 and by June 2014, over 200 researchers<sup>13</sup> from close to 50 countries across all world regions had confirmed their willingness to participate. Here we can see a map with the involved countries:

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<sup>11</sup> Agrawal, A., & Hockerts, K., 2019

<sup>12</sup> Chaves Ávila, R., & Monzón Campos, J. L. (2018). La economía social ante los paradigmas económicos emergentes: innovación social, economía colaborativa, economía circular, responsabilidad social empresarial, economía del bien común, empresa social y economía solidaria. CIRIEC-España Revista de economía pública, social y cooperativa, 2018, num. 93, p. 5-50.

<sup>13</sup> <https://www.iap-socent.be/research-partners>



*Figure 1 Map of Countries that have confirmed willingness to participate in ICSEM Model*

It has resulted in a series of working papers<sup>14</sup>, including two which provide for a typology of social enterprises which is based on evidence from this comparative project. It proposes four major social enterprise models (mentioned below).

This comparative perspective offers the opportunity to avoid to a certain extent the “donors’ bias” which tends to provide prevalence to models and practices related to their country of origin, thus dampening a more endogenous/bottom up construction of the proposal. This approach can be summarized in the following figure:

The ICSEM presents **four main types of social enterprise models:**

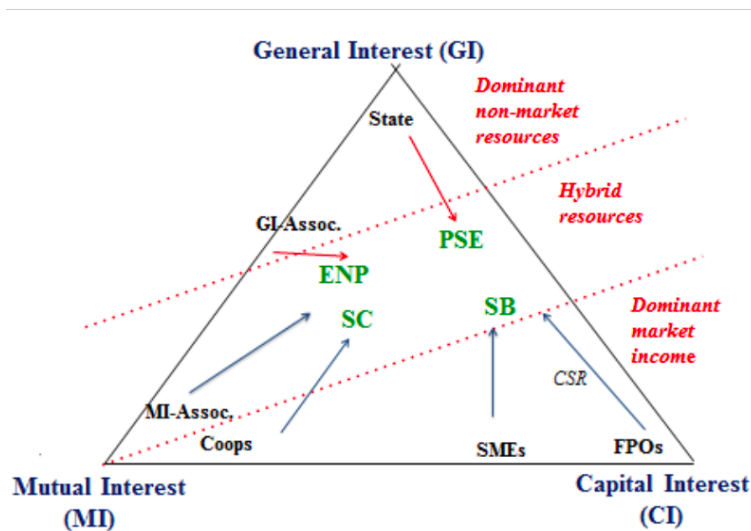
1. Social Cooperatives or SC;
2. Enterprising Non Profit or ENP;
3. Public Social Enterprise or PSE and
4. Social Business or SB.

They are defined according to the two variables mentioned: the three “principles of interest”(Capital Interest, Mutual Interest and General Interest) and the resources mix (non-market, hybrid or market). In order to better understand the former we can cite Defourny, J., & Nyssens, M. (2017) “all associations (voluntary organizations) seeking the interest of their members (...) are located in the “mutual interest” angle—as are all traditional cooperatives. By contrast, associations (voluntary organizations, charities...) seeking a public benefit (...) are located much closer to the general interest angle, although not in the vertex itself, as their general interest (the community they serve) is usually not as wide (general) as the one served by the state”<sup>15</sup>.

<sup>14</sup> <https://www.iap-socent.be/icsem-working-papers>

<sup>15</sup> Defourny, J., & Nyssens, M. (2017). Fundamentals for an international typology of social enterprise models. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 28(6), 2469-2497.

Figure 2 ICSEM Model (Source: Defourny and Nyssens, 2017)



Source: Defourny and Nyssens (2017)

In relation to the resources it takes into account the various combinations of resource types (market income, public grants, philanthropic resources), and it establishes “a distinction between situations in which market income dominates, those in which public funding dominates, and those in which a resource mix (hybrid resources) is preferred to better balance the social mission and the financial sustainability”<sup>16</sup>.

Thus with the above-mentioned “structural criteria” and the two variables presented by ICSEM we can assess the four models proposed in our intervention.

The other pillar is the Kuhn proposal regarding paradigm shift which offers us the possibility to utilize the above-mentioned “descriptive and/or prescriptive” proposals to look for other actors and trends which could further sustain the development of the Social Economy initiatives in Lebanon. This allows us to use the different theoretical proposals (impact economy, Corporate Social Responsibility “CSR”, shared value) to frame and assess funders, collaborators, supporters from both public and private spheres and who can be considered as key stakeholders in the development of our proposal. For this, we have selected three proposals which we intend to have a more solid theoretical base along with the higher potential for synergies and collaboration with Social Economy (SE) organisations in Lebanon.

With this we can elaborate a matrix of indicators from that **SE<sup>PLUS</sup> paradigm** (Social Economy+related concepts). These indicators should serve the purpose of:

1. Localizing the Social Economy in Lebanon by understanding how each one of these structural criteria (Chaves & Monzon) and the two variables (ICSEM) are shaped in the different organisations encountered during the research phase.
2. Localizing at least one defining feature per each one of the three approaches (Impact Economy, Shared Value and Sharing Economy) with potential to create synergies between non-Social Economy enterprises and Social Economy ones. Again by localizing we understand how these features are in the different organisations encountered during the research phase.

We call this “Organizational trends” because our intention is to assess how each indicator is concretely addressed in the different companies and with these we can identify some patterns or trends in these

<sup>16</sup> Idem

organisations. For example, we could find that there is a majority of Social Economy organisations whose Social Aims are related to employment or poverty reduction.

Once those trends are identified, and in order to see how much the Social Economy organisations are in line with their communities, we should also identify if those trends are aligned with what communities understand as relevant, meaningful or simply worth being pursued (what we call Community trends).

Thus, in our research we may find that the most urgent “social ills” in the very same communities are employment and poverty reduction, therefore both SE organizations and communities would be well aligned. On the other hand, we may find that, in certain communities, there are other social ills considered relevant which are not addressed by SE organizations, such as for example, healthcare or adequate transport.

In the matrix below we included the structural criteria of Social Economy as defined above and the two variables proposed by the ICSEM project. To this core proposal we add three other criteria from three of the most suitable concepts for our intervention (according to our initial assessment) to also assess trends and organizations which may play a role in our project. These three criteria come from the Shared Value Initiative, Impact Economy and Sharing Economy.

### SE and SE<sup>plus</sup> MATRIX OF INDICATORS

		Community Trend	Organizational Trend
SE Indicators	Social Aims	Challenges that a community is willing to solve	Scope and objectives of an organization to solve a societal challenge
	Horizontal Governance	How the community sees horizontal governance issues, for example: <ul style="list-style-type: none"> <li>- Democratic participation</li> <li>- Community engagement</li> <li>- Sense of belonging</li> <li>- Volunteering</li> </ul>	Typology of relationship with labor, clients, beneficiaries or stakeholders (consultation, voting rights for certain categories such as volunteers, etc.)
	People over Profits	How the community sees an adequate ratio of reinvestment to show prevalence of people/labor over profit as a driver of a non-selfish organisation.	Percentage of profits reinvested, control of decision making, asset lock, cap on distribution of profit to shareholders, etc.
	Principles of Interest	Which are the issues the community sees as to be solved by the market, that by the State or public authorities and that by the own community or group of citizens.	what are the main driver/s or “principles of interest”, and are they are mentioned and what are their internal relationship (Capital Interest vs Mutual Interest vs General Interest).
	Prevalent Resources	How the community sees as the best way to mix public money, volunteering, donations on one side and sales on the other.	The resource mix in the Organisation (Grants/ Public Aids/Tax benefits or Volunteer Work vs revenues from sales)

SE <sup>PLUS</sup> Indicators	Shared Value (only)	How the community sees Companies and if they believe that present and future economic actors should seek the creation of shared value. This should also be combined with Community trends in the Social Aims category.	This evolution from more traditional forms of Corporate Social Responsibility pretends that this intimate connection between social and economic values will drive the next wave of innovation and productivity in the global economy. Thus we should test among the non SE organisations if they share the same views. Also we should assess which are the social values they understand their organisations could be creating and compare them with those included in the Social Aims-organisational trend category. We also need to test to which extent they are willing to cooperate for the benefit of the public instead of pursuing their sole benefit only.
	Impact investment/ Economy	How the community sees Companies and if they believe that present and future economic actors should include specific social/environmental goals as a core element of their economic action. Also, if they think these can always be measured and if such measurement can be achieved by all (big and small companies). This should also be combined with Community trends in the Social Aims category.	Around the concept of Impact there have been a series of initiatives which tend to have in common the inclusion of a specific intentionality (social or environmental) in the economic action of both public and private actors and that this intentionality needs to be measured. Therefore we should assess if interviewed non-SE organisations share this interest (if they have a specific social/environmental goal AND if they intend to measure it). Also we should assess which are the social impact they understand their organisations could be addressing and compare them with those included in the Social Aims-organisational trend category.
	Sharing Under-utilised assets (only)	How the Community sees these initiatives and if such initiatives should also be pursuing specific social goals and have an horizontal governance which involves the Community. Also if they should also have a certain degree of limited profitability. We should also try to understand if there are any cultural or historical reasons to not use them for commercial activities (or if these barriers do not exist if the initiatives are socially oriented).	Under the concept sharing economy we often find many economic initiatives. Here we intend to find those initiatives which are based in the sharing of under-utilised assets (cars, offices, tools, time, etc.) and we should try to find such initiatives in the area and see what they think of other indicators of the SE: an specific social aim and a horizontal governance.

## B. The Lebanese Social Entrepreneurship Ecosystem in the light of the ICSEM MODEL

If we take a look at the current Lebanese SE Ecosystem through the lens of the ICSEM MODELS, the first important element to highlight is the weakness of the State and the strong presence of the international donor that are influencing somehow also the SE ecosystem offer and SE type orientation.

Around the world Social Economy has emerged over the decades as an expression of local culture to aggregate and generate resources around a social need, using and creating and sometimes “forcing” existing legal forms (ngo, cooperative, ltd, foundations ect..) before the legislator has decided to normalise the practices, which of course it is has been a political decision in some cases.

If we look at the SE mature ecosystem in South Europe like France, Italy , Spain the Social Economy phenomenon emerged clearly after the second world war and with a mix of drivers that are similar to those present in the north Africa and middle-east, but the National Policies arrived only 30/40 yrs later where the south european social economy movement was already self organised through local networks, affieled banks, research institute, and advocacy on social justice policies relevant for the advancement of the sector was successful in progress.

In young and fragile state like Lebanon the Social Entrepreneurs are living an incomparable situation, While the local practices and self conscious of being a social entrepreneurs are still a work in progress, at macro and meso level of the ecosystem the pressure of growing fast with a strong impact to solve the mayor problem of the country is quickly evolving, with in some case the influence of the international donors that in absence of a legal form are focusing more on the social business type, with strong emphasis on *Dominant market* resource.

In these pre-condition the risk to exclude from the ecosystem offer other social enterprises relying also on *non dominant market resources*, or with a more collaborative economy is very high, with the effect of ousting the indgenous process of the social economy culture.

The indicator of this risk is for example the absence of the role of social justice or the decentralisation policy in the social entrepreneurship debate, and how the this policy would be relevant in advancement of an hybrid sector that is using the dominant market resources “to abilitate” the social right of the vulnerable people, empower the welfare and community wellbeing, and support for policy reform.

Considering these risks The social justice incubation program has been designed to nurture and test the diversity of SEs in Lebanon and receive indication for the future policy related to the Lebanese Social Entrepreneurship, which means also avoiding a policy fragmentation (social and economic policies ) and including the testing on how social justice policies can benefit from embedding SEs in their development.

In order to achieve the above mentioned goals of the social justice incubation program the The ICSEM model has been adapted to SEE CHANGE and The EU MADAD TRUST FUND goals and will be used under the Lebanese context. Four models of SE has been identified in the social justice incubation program, that are tackling (i) the ICSEM model experimentation, (ii)the edification of local policy that the model has impact on (iii) the guidance indication on the SE policy and the ( iv)MADAD specific one.

## The social justice incubation policy matrix

<b>IMPACT/LOCATION</b>	<b>WORLDWIDE</b>	<b>LEBANON</b>	<b>LEBANON</b>	<b>EU POLICY</b>
<b>IMPACT DRIVER</b>	<b>ICSEM MODEL</b>	<b>SOCIAL JUSTICE POLICY</b>	<b>SE POLICY</b>	<b>EU MADAD POLICY</b>
SCHOOL- ENTERPRISE	PSE	TVET, employment Inclusive education	Role of TVET policy in advancement of SE, specific model that can be included in the draft law	The role of SE in advancement of Higher Education, livelihood, food indicators
COMMUNITY ENTERPRISE	ENP, PSE, SC, SB	Urban Regeneration, Urban planning Employment	Specific model of SE that can be recognized in the legislative process	The role of SE in advancement of , livelihood, food indicators
NGO IN TRANSITION	ENP	Third sector, social justice policies in general	Ensure the national SE advocacy include this movement	The role of SE in advancement of Higher Education, livelihood, food indicators
PPP	PSE	Good and inclusive governance	Role of PAs and public procurement in advancement of SEs	Institutional building
COLLABORATIVE ECONOMY DRIVER	SC	Partnership for SE scaling up ha a structural identification in achieving both social and economic goal		

As described in tab above each incubation program correspond to alt lest one of the ICSEM model type, and through the impact 4 policy component (described in the paragraph C) the 20 new model selected in the incubation programs will be analysed in relation to the impact they could have on Lebanese Social Justice Policies, Eu Madad trust Fund policy and the on current Lebanese social Entrepreneurship ecosystem. Specific Lebanese social justice and related policies will be identified according to the primary offer of the social economy initiatives selected. For Madad trust fund the analysis will be conducted based on program indicator already identified from the donorsThe Collaborative economy driver that usually emerge under the social cooperative movement has been embedded in the collaborative methodology of the incubation programs from the requirement of call for proposal (single application was not eligible) to the seed-fund phase where a community of learner has been forecast across the beneficiaries of the grants, coaches, local stakeholders



## C. The Social Justice Incubation Program

Under the SEE Change project, COSV is leading a specific component called “the Social Justice Incubation Program” aimed at piloting 20 new models of social enterprises in Lebanon. This program seeks to analyze and test two major development patterns:

- i) The capacity of the Lebanese CSOs/Social Entrepreneurship in promoting the advancement of the social justice policies in collaboration with public authorities and with the engagement of the business community.
- ii) The role that the advancement of the social justice policy can play in supporting the Lebanese social entrepreneurship movement in scaling up

The 20 new model will be identified and distributed under four main types of SEs model and :

- i) **Community Enterprise incubation sub-program:** focused on community enterprises in charge of co-managing (together with individuals) community hubs, community-based services, touristic services, urban farming and gardening etc.
- ii) **School-Enterprise incubation sub-program:** focused on Vocational Training Institutions (VTIs) and SE enterprises willing to invest in the Vocational Education and Training (VET) sector.
- iii) **NGOs in transition incubation sub-program:** focused on groups of non-for-profit organizations willing to transit or strengthen their market activities with the support of peer organizations, via scale strategies, social franchising, sector-hub entrepreneurship initiative and other.
- iv) **Public-Private Partnership incubation sub-program:** focused on municipalities or union of municipalities and CSOs piloting the delivery of community-based service under a public social procurement framework.

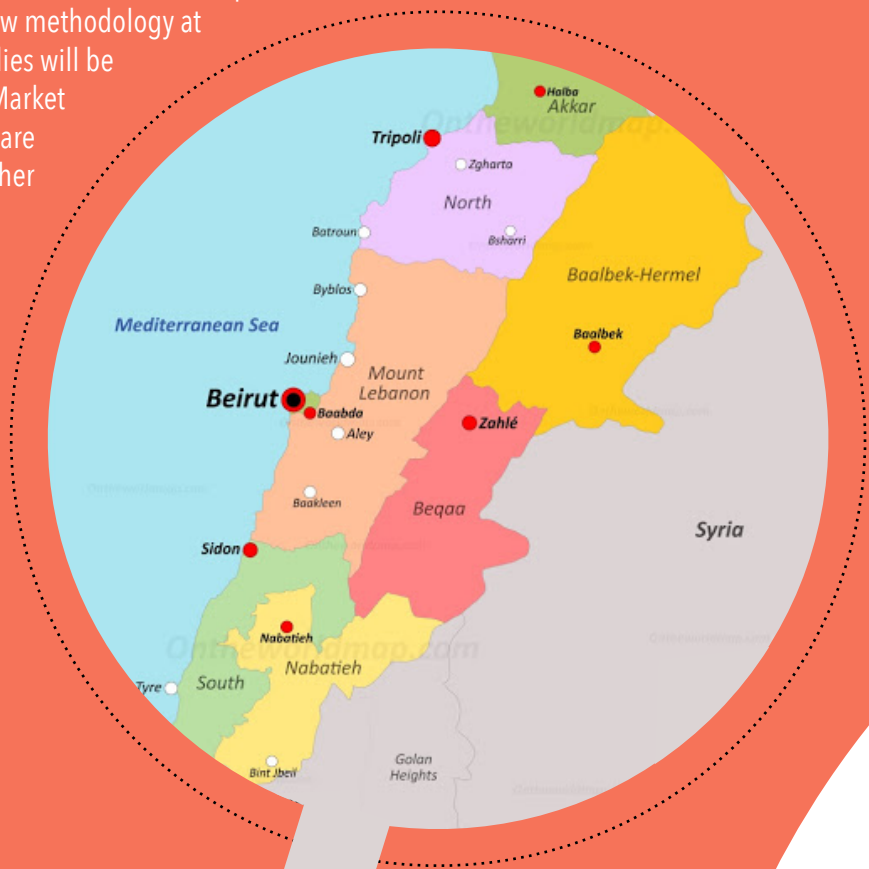
## The Social and Solidarity Economy Feasibility Study

COSV has conducted a feasibility study for the social and solidarity economy in order to better understand the local needs and tailor this 'incubation for social justice' program accordingly. The general objective of this feasibility study is to co-identify with local communities and key stakeholders both the most suitable actors (individuals and organizations) and the optimal environmental factors for a successful and impactful incubation of 20 new social economy initiatives in Beqaa, North, and Mount Lebanon, Beirut and South Lebanon. For this feasibility study, COSV has partnered with LOST, Make Sense, Tripoli Entrepreneurship Club and GIZ, which have all contributed to the analysis and to the drafting of this report.

Under the incubation of the four different sub-programs, each program will be implemented through a three-step approach starting by launching a call for ideas or a restricted negotiation, pre-selection or pre-incubation process (boot camp, soft-incubation), followed by a final selection of the incubation recipients, including the provision of financial support through non-equity seed-funding, and finally a one-to-one incubation process. The recipients receive technical and financial support, of which the monetary value is dependent on the sub-program in which each actor falls under.

To measure the potential impact of the programs, a social impact measurement plan tailored to the social business model of the pilot incubation programs was implemented and analyzed embedding national policies. Case studies representing the new model of social start-up created, will be developed using a peer-review methodology at national, regional and EU level. The case studies will be uploaded on the SE platform and the Labor Market Observatory (LMO), ensuring that the results are shared with all EU Trust Fund partners and other relevant stakeholders.

This report presents the main findings of the feasibility study under the SEE CHANGE program and introduces the concept of social entrepreneurship in Lebanon. Findings include an overview of the four sub-programs identified above as well as a snapshot of different Lebanese communities' understanding of social justice around Lebanon.





SEE Change

SOCIAL AND SOLIDARITY ECONOMY IN LEBANON  
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## CHAPTER II

# METHODOLOGY

## II. METHODOLOGY

The methodology to design the social justice incubation program is based on cycle of action research to combine the policy programme EU MADAD Trust Fund, the quick impact at grassroots level, the impact analysis to mainstream the outcomes, following a cycle of 4 steps:

- (i) feasibility study
- (ii) co-design phase
- (iii) seed-funds /incubation program
- (iv) impact4policies analysis.

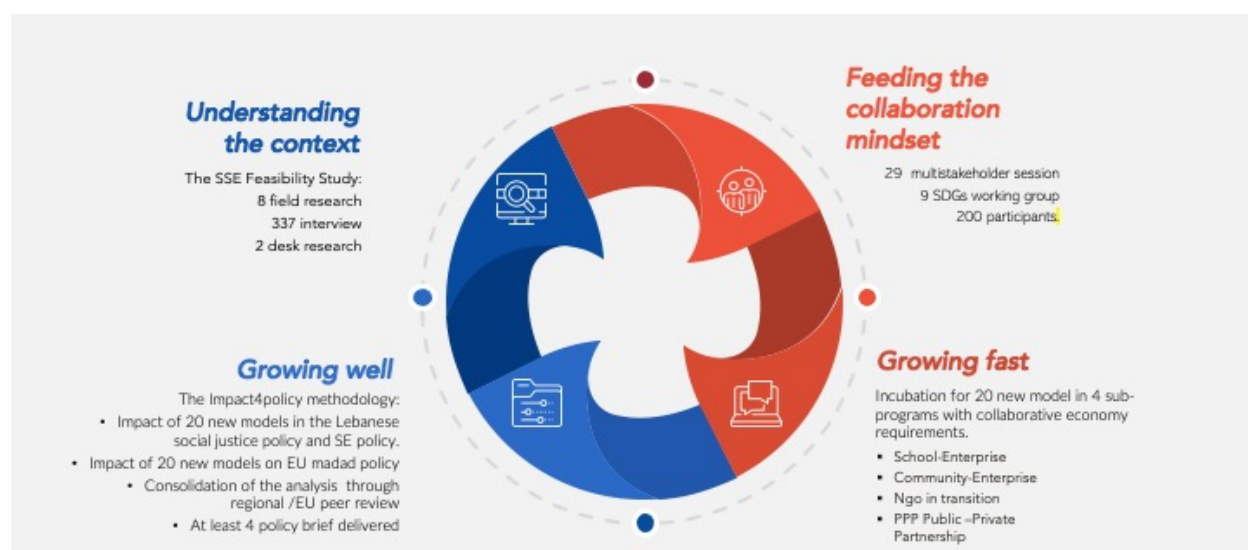


Figure 3 The Cycle of the Social Justice Incubation Program

The methodology of the Social Justice Incubation Program (SJIP) has been developed from the COSV SE unit with a cross-domain approach between *social economy* and *development cooperation* with a validation for the ToR of feasibility study from DIESIS network. Since the methodology has a strong open-hand approach the role of local researcher and all the team and partners involved in management of the action is contributing with a consolidation of the methodology itself.

The feasibility study adopted a mixed method approach to research. It benefitted from a desk review of previous relevant resources and mainly relied on primary data collected by the project team. The following detailed methodology was used for this study:

1. A team of eight field researchers conducted a total of 337 Key Informant Interviews (KII).
2. Key informants ranged from artists, influencers, and actors, to members of the civil society, representatives of public institutions, experts in diverse fields such as development, economics, law and politics, social entrepreneurs, business support organizations, development agencies, NGOs, academics, religious figures, refugees, diaspora, school directors and members of the general public.
3. Key informants were selected from different sources including databases shared by partners and entrepreneurship ecosystem actors as well as referral networks of the organization and the project team.

4. A guiding set of overarching interview questions have been designed to guide the discussion between the researcher and the key informant per subprogram. The full list of questions can be found in the annex section of this report. Each researcher was given the freedom to use more tailored questions to direct the discussion towards the study's main objectives. In essence, the overall research is based on **two main areas** :
  - a. **The capacity of the Lebanese Civil Society Organizations/Social Entrepreneurship in promoting the advancement of the social justice policies in collaboration with public authorities and engagement of the business community. Questions include:** What is the social aim? How do actors move towards it? What is social justice in Lebanon? Where are we now in this respect, and how could it be enhanced? What is the meaning of public authorities and what is their role towards social justice? What business community does the project encounter? What local culture of social economy and social enterprise there is? What roots do they have in Lebanese history?
  - b. **The role that the advancement of the social justice policy can play in supporting the Lebanese social entrepreneurship movement in scaling up. Questions include:** What policies govern the delivery of social justice by iNGOs, government and local governance level? What regulations and procedures support and impede the delivery of social justice? Is there room for adjustment or advocacy on the iNGOs, government and local governance levels? If so, where exactly?

The feasibility study on its own is insufficient to answer the above mentioned questions but a more elaborated process called "impact for policy" analysis will follow this feasibility study and complement it, in an attempt to provide more extensive answers to the above raised questions.

5. A follow up survey with 137 key informants has been conducted to fill in gaps identified in the first round of data analysis.
6. The collected data was then transformed into an interactive dashboard that allows a better visual presentation of the data under different sectors, dimensions and categories. All analytics derived from the dashboard have been integrated into this report. A few screenshots of the dashboard as well as a detailed description of its creation process can be found in section "Social Justice: the Lebanese Perspective".

### *Limitations*

The storytelling format of interview reporting made it much harder to analyze results in a quantitative way. However, it enabled open communication and sharing, which increased stakeholders' trust and allowed for the continuation of the relationship, as well as enhanced the qualitative approach of the research. The interviewees were selected through a combination of network and snowballing effects participant recruitment relied extensively on the reputation, social standing and the activities of the interviewers. This was anticipated in the conception of the project, and as such all interviewers were selected for their strong local bonds and positive relations with their localities.

The next sections will discuss the relationship between social justice and social entrepreneurship in Lebanon as well as will present the main findings of this research and final recommendations for advancing social justice by supporting social entrepreneurship in Lebanon.



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## CHAPTER III

# THE NEXUS BETWEEN SOCIAL JUSTICE AND SOCIAL ENTERPRISE IN LEBANON



### III. The Nexus Between Social Justice and Social Entrepreneurship in Lebanon

For years, Lebanon has been heading towards a severe recession. Today's increased issues are hurting practically every person and institution, regardless of their standing or financial means. The majority of Lebanon's population, including low-income families, refugees, individuals with disabilities, and the elderly who require care, is deemed marginalised. The multifaceted challenges, whether it's political gridlock, economic and financial crisis, failing infrastructure, humanitarian crisis, COVID-19 epidemic and its consequences on enterprises and healthcare capacity, or the Port of Beirut explosion, urge for social and economic structural change. Structural change can refer to a variety of things; the key is the courage to be critical of what no longer works, as well as the willingness to trust and collaborate with other actors in order to create long-term and large-scale influence.

Today, the social sector is one of the biggest and most supported in Lebanon –in terms of availability of resources and expertise. However, the sector is also very volatile as the country's uncertainties, self-funding, crowdfunding, and bootstrapping can no longer sustain operations with continuous inflation and currency devaluation. Thus, active local social entities that rely on grants and international donors have a lot of risks to address especially in terms of continuity. Social entrepreneurs' energy and motivation has been draining drastically, which has been reflected in the massive recent brain drain in the country. This calls for urgent support in the social sector

Social Justice on the other hand - as described by the words of interviewees who are key actors in the social sector – is non-existent. Society feels like it's "sitting on a volcano". Awareness levels are relatively high, however social justice cannot be achieved without "building strong institutions", transparent and accountable governance, and sustainable solutions for the most pressing challenges facing the community. To achieve that, it is essential to leverage the cognitive power of local social enterprises and social entrepreneurs who thrive everyday to make Lebanon a better place, and who constitute a core part of the community itself.

#### A. In Lebanon

A social enterprise or social business is defined as a business that has specific social objectives that serve its primary purpose and aim to change the world for the better.<sup>17</sup> Their profits are principally used to fund social programs. So, it is considered as an operational profit. In the same context, the social enterprise must consider efficiency as a primary indicator in measuring its performance. Thinking nationally, but acting locally is a key to target the social needs, achieve self-sufficiency and reach sustainability. Furthermore, social enterprises exist at the intersection of the private sector and civil society. They seek to balance activities that provide financial benefits with social goals, such as providing job training, environmental solutions or urban rehabilitation, etc... Following a synergistic approach between different domains and fields, such as technical and vocational education, agriculture, and industry, it is applicable to create strong foundations to build a comprehensive model of social justice.

While earning profits is not the primary motivation behind a social enterprise, revenue still plays an essential role in the sustainability of the venture. Sustainable revenue differentiates a social enterprise from a traditional charity that relies on outside funding to fulfil its social mission. This goal does not mean that social enterprises

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<sup>17</sup> <https://www.socialenterprise.org.uk/what-is-it-all-about/>

cannot be profitable; it's simply that their priority is to reinvest profits into their social mission, rather than fund payouts to shareholders. Social enterprise is not financially oriented, it is socially motivated, where revenues are the means and not the purpose. In addition, developing connections between people and their environment is part of the social justice model. The sense of belonging cannot be achieved without rich human and social capital, where individuals can combine ethics and values with resources and revenues., based on that, the local authorities have an essential role in fostering adaptive communities to adopt self-organizational models in the framework of social justice, where social enterprises have the lead to implement such models taking into consideration the morals on one hand, and the actual situation, politically, economically, socially, and environmentally on the other hand. Technical and social ingenuity is not just an option, it is a growth mindset that requires to be manifested in a comprehensive development strategy based on mentality and structures.

## B. Elements of social enterprise

Even though experts define social enterprise differently, there is consensus on a few specific criteria common amongst social enterprises globally. These criteria are divided into economic and social aspects:

### **Economic Aspect:**

1. Social businesses, unlike typical non-profits, are directly involved in the production and/or selling of goods and services.
2. Social enterprises are established and managed by groups of citizens. As a result, while they may receive grants and donations from public authorities or private companies, social enterprises enjoy a high degree of autonomy and shareholders have the right to partake or leave the organization.
3. Unlike most public organizations, the financial stability of social businesses is dependent on the efforts of their members, who are responsible for guaranteeing appropriate financial resources. As a result, social enterprises carry a high amount of financial risk.
4. The activities implemented by social enterprises require a smaller number of paid workers as they may combine both voluntary and paid workers.

### **Social Aspect:**

1. Social enterprises are the outcome of citizen initiative involving members of a community or group who share a common need or goal. They have to keep this dimension at all times. Decision making rights are shared by stakeholders, generally through the principle of 'one member, one vote'.
2. Social enterprises are participatory in nature in the sense that individuals who are affected by the activities (users of social enterprises' services) are represented and participate in their management. One of the goals is to strengthen democracy at the local level through economic activity in many circumstances.
3. Social enterprises include both organizations that completely restrict profit distribution and organizations like cooperatives that can only divide earnings to a limited extent. As a result, because social enterprises have a limited profit distribution, they avoid profit maximization.
4. A clear goal of social enterprises is to benefit the community or a certain set of people. They promote a sense of social responsibility at the local level both directly and indirectly through doing so.



### C. Rationale for Social Enterprise

The concept of social enterprises in Lebanon has recently emerged due to the lack of reforms by the government, and due to an urgency for a provider that serves socially and economically. In this framework, social enterprises have emerged as an effective tool to deliver policy objectives in two key areas of social and economic policy: service delivery and social inclusion.

a) Service provision: Social enterprises can provide welfare services to specific groups of people or within a geographically specific community. Social enterprises have a unique ability to engage stakeholders in the design and delivery of services, provide non-monetary resources, uncover gaps in service supply, and pioneer innovative services that promote social cohesion because of their participatory nature.

b) Social inclusion: Social Enterprises promote social inclusion through several forms such as combining training and skills development through temporary and/or permanent employment in a business with a social dimension that trades in the market, allowing marginalized people (e.g. long-term unemployed, disabled, minorities, etc.) to be part of the labor force.

While service delivery and social inclusion remain the most common reasons for supporting social enterprise development, creating an enabling environment for social enterprises can be a useful instrument for enhancing civil society participation in service design and delivery.

The majority of social enterprises in Lebanon are new, according to Lebanese Social Enterprises association's "impact assessment of social entrepreneurship in Lebanon," around 36% of the enterprises were established in the year of 2019. Figure 1 below provides the percentages of newly established SEs since 1967.

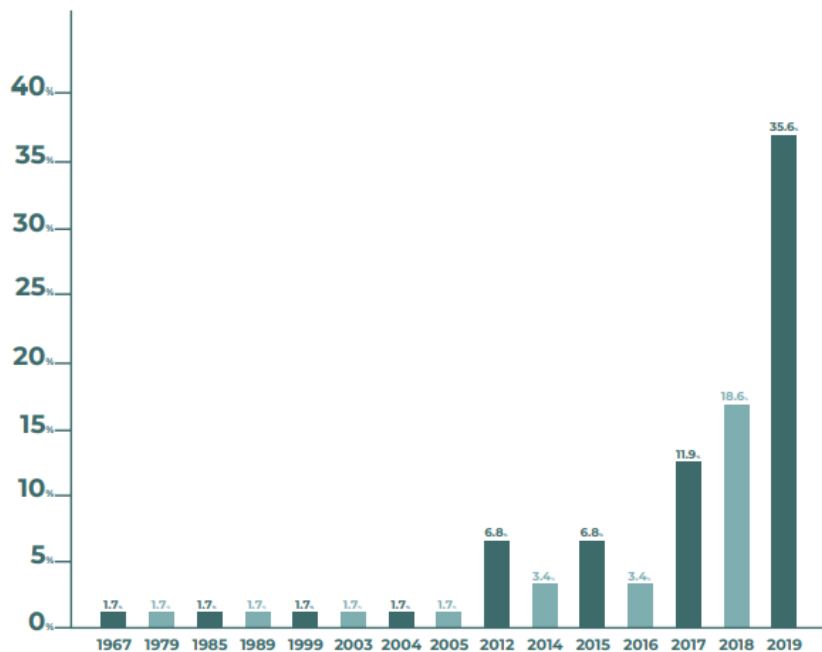


Figure 4 Social Enterprise – Year Founded. N=59 (Source: LSE Impact Assessment 2019-2020)

Social enterprises contribute to the community through engaging in a variety of social, economic, and environmental initiatives. The majority of the SEs in the survey are involved in volunteering while 68% are involved in establishing job opportunities. Figure 2 below also provides information on the activities carried out by the social enterprises.

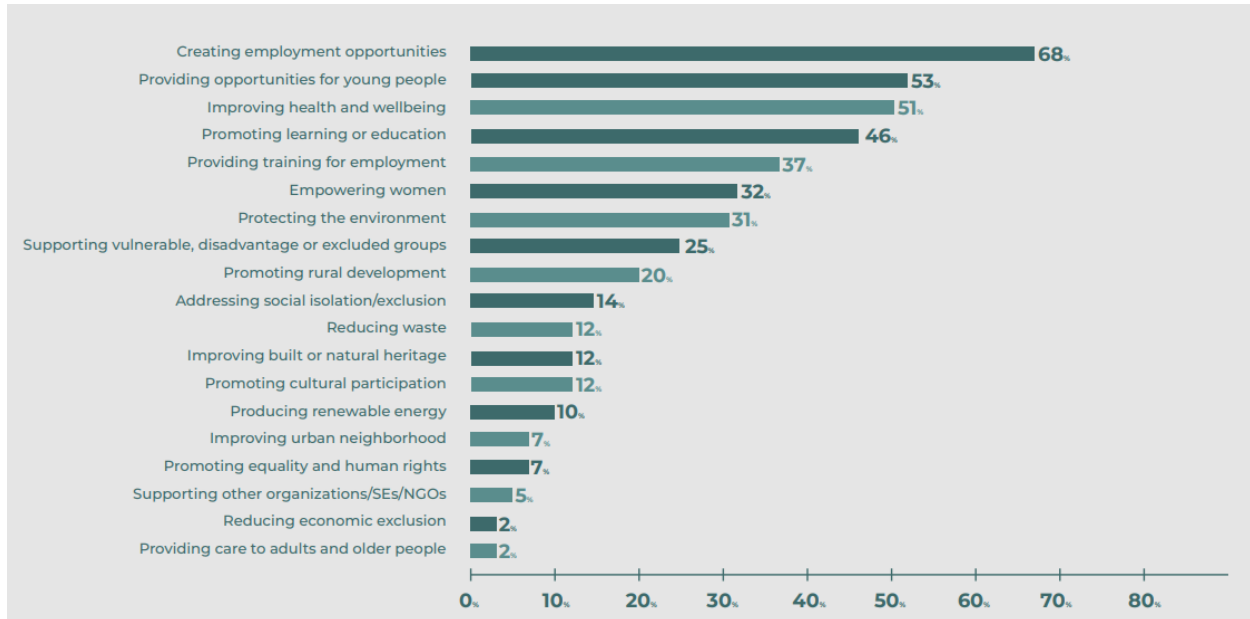


Figure 5 Social Enterprise Activities. Source: LSE Impact Assessment 2019-2020

Thus there is a need to enhance the environment of social enterprises and allow entrepreneurs to establish more businesses and to create more job opportunities that can contribute to better social status and can help in guaranteeing social justice and stability. To provide useful guidance for policymakers, and ecosystem players that are willing to contribute for the advancement of SE in Lebanon, but we are facing two main challenges

In this feasibility study, we mapped practices or examples from the Lebanese context of social entrepreneurship that can be clustered under 4 models of Social Enterprises: Community Enterprises, NGOs in Transition, Public-Private Partnerships and School-Enterprises. The feasibility study tries to assess those existing Lebanese practices and how they can be upgraded into one of the 4 afore-mentioned models.



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## CHAPTER IV

# SOCIAL ENTERPRISES MODELS

## IV. Social Enterprises Model 1: Community Enterprises

A community enterprise is a coalition of people coming together to solve a problem, tackle a pain point or meet the need on a communal level, without necessarily the help or the support of a governmental/official entity.

In the framework of this research, Community Enterprises can be defined as entities with different legal frameworks like SMEs, NGOs, foundations where founders and/or shareholders are public, private and/or citizens that intend to improve the community welfare in a specific geographical area. The definition and recognition of the community-enterprise movement is still a recent phenomenon that is not yet standardized. Three main patterns have been identified, distinguishing this social economy initiative from other types<sup>18</sup>:

- i) Location and unused community assets: the community enterprise initiative emerges from an urban regeneration need.
- ii) An economy that is local asset oriented: a community enterprise develops a robust economic model based on revitalisation of tangible and intangible heritage.
- iii) New community path, the rules and mechanism that a community -enterprise put in place and use of local assets represents a new path among citizens and institutions.

The below table showcases a few characteristics of community enterprises in relation to social economy and social justice.

### COMMUNITY ENTERPRISE

Social Economy Attributes	Social justice Attributes
<ol style="list-style-type: none"> <li>1. <b>Community owned:</b> Assets “belong” to the community or are subject to a long-term private &amp;/or public agreement</li> <li>2. <b>Community-led:</b> People who are local stakeholders in the area of benefit play a leading role in the enterprise</li> <li>3. <b>Community controlled:</b> The local community is represented in the governance and makes sure that the enterprise is accountable to the community</li> <li>4. <b>Profit generating:</b> Profit that can be re-invested or distributed for community benefit</li> <li>5. <b>Socially and environmentally responsible:</b> The initiative is conscious of its social and environmental impact in its area and ideally tackles some of its social and/or environmental problems. It’s main objective must be to enhance social justice.</li> <li>6. <b>Financially self-sustainable</b> {or on the way to being so}: Initiative must be based on a sustainable financial prototype or model that has enabled (or will soon enable) the community enterprise to remain operational for a reasonable period of time. Volunteering is an asset.</li> <li>7. <b>Inclusive:</b> Initiative supports or benefits multi-stakeholder groups and potential coalitions, not one individual or a single organization but a community of entities.</li> </ol>	<p>This type of Social Enterprises usually have a strong influence on <b>urban regeneration</b> by influencing both the physical renovation and the socio-economic improvement of a specific neighbourhood, be it an urban area, peri-urban area or villages (marginal areas).</p>

<sup>18</sup> P.Venturi, F. Zandonai, Imprese Ibride, Egea, Milano, 2016

**In the broader context of this project’s “Incubation Program” launched in May 2022, the Community Enterprise sub-program** aims at strengthening the linkages between community resources, assets and local priorities and at promoting a collaborative economy model led by citizens to solve community problems/gaps. Possible outputs linked to this sub-program are community enterprises in charge of co-managing together with individuals, community hubs, community-based services, touristic services, urban farming and gardening etc...

In addition to the above definition, the below potential eligibility criteria are essential to ensure a successful incubation process of community enterprises:

- Mid-level growth stage
- At least one year old
- Positive reputation or feedback from the community
- Business idea must be scalable and/or sustainable
- Enterprise must have (or be working on having) a “business model” or a profit strategy

#### BUILDING A COMMUNITY ENTERPRISE

Within the context of the multiple Lebanese crises, many opportunities can be identified for building community enterprises. In the absence of proper nation-wide social justice, it has become more common for active citizens to come together and figure out a community-based solution for their society without the need for any necessary government support. Such initiatives can have multiple possible benefits as well as challenges.



*Figure 6 The “Nation Station,” a gas station turned volunteer center, in Beirut*

## BENEFITS OF COMMUNITY ENTERPRISES

- **Strength is unity:** putting people together to work on a topic can generate greater impact, outcomes and results
- **Trustworthy entities:** Working from and to the people in a bottom-up approach
- **Economic Opportunities:** Providing job opportunities and engaging young people in impactful call for action
- **Social Justice:** enhancing social justice, which is the ultimate objective of such an initiative

## OPPORTUNITIES FOR BUILDING A COMMUNITY ENTERPRISE

- The absence of governmental support in relation to providing economic opportunities and basic public services for communities has created an urgency among many community members for self-initiated action.
- The multiple Lebanese crises of the past 2 years have left lots of gaps yet to be filled.
- Awareness on social justice aspects among the youth and active citizens has been increasing over the recent years.
- Funds availability: Many international organizations as well as donors, members of the Lebanese diaspora, etc. are looking for trustworthy entities to provide support to, be it financial or/and in-kind, because of the non-liability of the government.
- Multiple opportunities for collaboration on enhancing social justice already exist with so many different stakeholders, namely:
  - Municipalities as a local authority
  - Local entities who work in the same domain, be it NGOs, entrepreneurial organizations or other community enterprises
  - Local community, especially youth
  - Opinion leaders who support common concepts and help in reaching the community

## CHALLENGES COMMUNITY ENTERPRISES OFTEN FACE

- A challenging legal framework characterised by uncertainties around how and what to register community enterprises as, which typically drowns them in a long “unknown” administrative process
- The never-ending country uncertainties and thus limited ability for future planning
- Financial pain points related to the inflation and the devaluation of the local currency
- Intense competitiveness which can often backfire and cause trust issues
- A gap between donors’ expectations and field needs as well as communities’ ability to draft project plans using donor language
- Involvement of individuals in the governance body

## HOW TO SUPPORT COMMUNITY ENTERPRISES?

As actors in the ecosystem, there are multiple ways to provide relevant support in order to ensure that these enterprises respond the most efficiently to community needs.

1. It is crucial to use **a bottom-up and participatory approach** in group discussions with community members. Involving the stakeholders the program is being built for in designing the intervention will ensure a successful and useful project with amplified outcomes. Another advantage in the involvement of community members in all stages of the support to community enterprises guarantees that the expectations of the beneficiaries will be met.
2. Because the current country situation is a walk in the fog, ensuring **a flexible and adaptable program** is a must, especially for risk mitigation. This can be achieved by defining the goals and outcomes of the project and adapting them to every local context, needs and logistical setting to be operated in. Guaranteeing a flexible approach isn't achieved only by the ability to twist the modules but by adapting the mindsets of the people implementing it.
3. **Organizational structure:** The current structures that were found to be the closest to a community enterprise are community initiatives, social enterprises, and sometimes NGOs in the case where they couldn't find another legal entity to register under. The support that can be provided here is helping them shift into a new structure, through first assessing the readiness of these groups, where every individual taking part in the mission of the project can be a "shareholder" (financial partner) and a decision-maker.

## V. Social Enterprises Model 2: NGOs in Transition

**NGOs in Transition** are groups of non-governmental organizations willing to transit or to strengthen their market-oriented activities with the support of peer organizations. The transition refers to the financial structure of the activities of the organization, from a financial structure based solely on donations and grants to a hybrid financial structure of their activities. The transition can take place for instance through applying economy of scale strategies, social franchising, sector-hub entrepreneurship initiative, etc... The key player of this transition is the so-called “trust network” which are formal and non-formal groups with whom the members of the NGO in transition share a relationship of trust.

Moreover, according to the ICSME model presented earlier in this report, NGOs in Transition are considered a subgroup of the entrepreneurial non-profit (ENP) model which gathers all non-profit organizations, most often general-interest associations, that are developing any type of earned-income activities in support of their social mission”.

The below table showcases a few characteristics of NGOs in Transition in relation to social economy and social justice.

NGOs IN TRANSITION	
Social Economy Attributes	Social justice Attributes
NGOs and any non- governmental organizations with an embryonal economic activity: <ol style="list-style-type: none"> <li>1. The economic activity is a tool to reach the social aim</li> <li>2. The economic activity is coherent with the social aim</li> <li>3. In the governance there is a ethic tension among the non profit values and the aspiration of being more dependent from external funds (donations and grants public or private)</li> </ol>	Organizations willing to become more donor or donation independent but maintain the no profit goal required specific support in this transition; this is directly connected with the <b>Third Sector Policies and SE policies.</b>

### CHALLENGES FACED BY NGOS IN TRANSITION

1. **Community Priorities Set by External Actors:** Although needs assessments and field research are common practice, the community and local actors often have little or no direct role in programmatic design. Priorities are set by external agendas. Even with the best of intentions and the deepest on-ground research, this is still limiting for the empowerment of the community because (1) a lot of assumptions will be made in the process and (2) priorities are shifting rapidly when most pre-programmed interventions have low ability to adapt and change key approaches and/or scope. While local NGOs and active initiatives are benefiting from the funding available through international donors and aid agencies, they are often sidelined in early inception phases of funding agendas. They are usually invited in later stages to apply to pre-designed calls which offer limited opportunity for crafting interventions aligned with their long-term vision for themselves and for the community.



2. **Redundancy & Limited Impact:** Weak coordination between the multitude of comparable initiatives is a well-known issue among the civil sector, implementing agencies, local and international organizations no matter how many evaluation and coordination committees are created. Taking the Beirut Blast recovery initiatives as example, more than 300 NGOs and initiatives raised funds from international donors and expats in the hope of a quick recovery, however, as months passed, the recovery progress is very slow especially for the inhabitants of the area and is now described as a new example of the “missed opportunities to rebuild inclusively and fairly”.
3. **Sustainability:** From one side there is the call for international institutions & donors to prioritize working with local authorities, from another there is the cry against it as most of these institutions are suffering from mismanagement, corruption, misconduct and/or human rights violations. Which brings the questions of sustainability of efforts to the forefront. How to break cycles of systemic injustice and lack of development? One of the theories for change – that can only be complementary to systemic changes – is infusing the civil sector with the efficiency and creativity principles of the private sector to inspire design of sustainable initiatives.
4. **Short-term Projects:** Most of the interviewed actors mentioned the critical challenge of the ‘short-termism’ of projects with all its implications whether on the impact on the community level or continuity of operations and ability to retain team members at the organization (NGO). Leaders of such NGOs find themselves in a continuous race to ensure continuity of operations – taking from their energy and resources that could be invested in deepening their understanding of the problems they’re addressing, reaching out and engaging the community, and planning for a long-term vision.
5. **Competitive Market:** It is evident how there is a significant difference in perception of resources between local NGOs who do not have access to or partner with international donors and those who do. Although it’s much tougher to get the first fund and/or partnership with international donors for new or old organizations, funding for the more established ones is also becoming scarce and highly competitive with the rising number of initiatives and interventions. Also, competition in this context is not merely on the level of resources but also on the level of outreach. In the words of one of the field researchers “Negative competition is happening between NGOs themselves especially when it comes to humanitarian projects. We see the same groups in the community supported by more than one NGO. this is because of the lack of communication and coordination between each other”.
6. **Unrealistic Expectations:** It is noticeable from the words used by interviewees to describe the challenges that there are unrealistic expectations for what one entity can achieve. These expectations are sometimes put by the NGO founders and most times they are also expectations of the community that look at these entities as an unlimited source for support. It is understandable that the community has this perception nevertheless it is still unrealistic.

Creating new initiatives and spin-offs from these organizations that would adopt principles from the model of the private sector can help non-governmental organizations better frame the capacity and impact of their interventions.

7. **Limited SE ecosystem offer for NGO models**, the current programs endorse the shareholding structure, focusing on prevalent capital completely independent from the donation of international grants, the volunteer work is often considered a weak point in the business plan. These types of organisations usually prefer to maintain the not-for profit setting, by reinvesting all the potential profit into the organization and then use a capital mix strategy (income generating services and donation) to retain the relation with communities' capacity to quickly react to the community's need.

### HOW TO HELP NGOs in TRANSITION

To ensure a successful transition of NGOs, a few guiding principles or values must be taken into consideration:

- I. Transparency, Communication, and Accountability
- II. Community-centred Outreach & Engagement Strategy
- III. Sustainability & Long-term Vision
- IV. Assessing NGO Readiness for the Transition by evaluating resources and opportunities, weighing risks, and finding the right partners
- V. Engage non formal trust networks in set the transition strategy

The below table showcases potential expected challenges facing NGOs wishing to transit, coupled with strategies to overcome them:

Expected Challenge	Strategies to Overcome
<p><b>Social Stigma &amp; Perception</b> NGOs transitioning are perceived at risk of contributing to injustice by focusing on profits. The lack of common language and official framework contributes to possible misperceptions.</p>	<p><b>Clear &amp; Transparent Communication</b> Civil society organizations should have strategies to keep the public informed through regular reporting, social media, and other communication means.</p>
<p><b>Complex Transition Process</b> Requires a high level of management change both on the level of internal processes and external exchange. The capability to manage this transition is unlikely to be found within the organization itself.</p>	<p><b>Conglomerate of NGOs</b> Establish a conglomerate of NGOs for joint services, reducing their expenses and have a considerable weight to export/market, in addition to group initiatives for market access and visibility.</p> <p>Enache the collaborative economy mindset</p>
<p><b>Business Development Challenges</b> Infrastructure, business capacity, technical know-how, access to market, access to funding, partnerships building &amp; growth mindset, recruiting skilled staff, etc.</p>	<p>Integrate the NPO model in the business development services</p> <p>Receive business development support where needed</p>

<p><b>Unsupportive or non-existent Legal Frameworks</b> Social Enterprises in Lebanon found themselves obliged to improvise and create blended legal and governance models. This lack of straightforwardness might hinder access to funds, partnerships, and growth models among others. NGOs are not allowed to sell products and services to individuals and businesses.</p> <p><b>Financial Services Restrictions</b> The financial services for all types of entities are very complex and challenging at the moment. However, because of the absence of a specific legal framework, NGOs building a profit generating model have an additional layer of complexity.</p>	<p><b>Best Financial &amp; Legal Practices</b> As recommended by AlFanar, NGOs seeking to build revenue generating models are advised to (1) register a new SAL or SARL for the commercial activities while making sure to mention its social impact mission in its bylaws, (2) Put in place an MOU between the NGO and for-profit company, highlighting that the for-profit company will make donations to the NGO based on realized profit, and (3) If the for-profit company and NGO share the same branding, a licensing agreement can be put in place.</p> <p>The financial issues can be overcome while benefiting from the financial mechanisms' reports that were already generated by the partner Oxfam</p>
<p><b>High Risk of Failure</b> Launching a new venture comes with a lot of risk, especially considering that most new businesses end up in failure.</p>	<p><b>Diversification of Sources of Funding</b> Organizations should ensure continuity of funding to minimize risk by diversifying its financial resources – considering crowdfunding, guarantee funds, equity funding, paid services, memberships, etc., in addition to donor grants and income generating models.</p>

In addition, a list of potential models (entities) to support and learn from is attached in Annex 3.

The NGOs in Lebanon have a strong acumen of resources built through years of interventions and field work. These resources and opportunities can be categorized as follow:

- Human Capital
  - Existing skilled, trained, and competent teams in project management, coordination, and field
  - Network of Experts and trusted service providers
- Field Data & Field Experience
- Assets and physical spaces such as medical centers, community centers, playgrounds, labs, workshops, among others.
- Community Trust & Credibility
- Migration of experts and competent staff from private sector
  
- Financial:
  - Available funding for sustaining operation in early stages
  - Impact Funding – although not as established and broadly available - is growing and interest in supporting sustainable initiatives is increasing.

## RECOMMENDATIONS AND OUTLOOK

Although the most active NGOs are at comfort level at the moment with the availability of funding and resources, it is refreshing and hopeful that most of the leaders and key staff interviewed in the research were clearly aware of the need to start planning for the transition towards a more sustainable model – and some successful and promising models have already been gathered as part of this research. An NGO member for example shared his vision that he considers to be a plan: “In 10 years, we’ll be fully independent from external funding”.

This does not come without a lot of risks – on impact, community, and operational levels. The founders and leadership team philosophy on social Justice is also foundational in this process to ensure staying true to the mission while continuing to pursue and build revenue generating models.

The trust of the community and the credibility of the NGO – both as entity and staff – have been cited multiple times as key success factors for the local organizations. Thus, any change in model and new initiative must come with a solid plan for transparent communication and whenever possible co-creation with the community and end beneficiaries.

On the ecosystem level, it is important to (1) establish separate funding mechanisms for sustainability initiatives, (2) actively encourage and facilitate collaborations - partnerships are essential in all sustainability plans, as well as (3) offering tailored business support & incubation programs to assist on both technical and business development levels.

All efforts should be complemented with advocacy and policy reforms to allow for new models to be established smoothly and without legal complications as well as establish common language that helps in creating alignment among all key stakeholders.

## VI. Social Enterprises Model 3: Public Private Partnership (PPP)

Benjamin Franklin once said “*Out of adversity comes opportunity*”. The hardships that Lebanon is currently facing must create an opportunity for the Lebanese to aspire for development and survive the crisis triumphantly.

However, in order for us to move forward, it is important to understand the current setup and how Lebanon can evolve into a country that can benefit the community as a whole. From this point, the Public-Private-Partnership can be an opportunity to have an effective process or mechanism in converting the Lebanese economy to a productive one, especially if the Lebanese mentality adopted the social enterprise’s approach. The following discusses the public-private partnerships, the current setup, laws, previous experience, and how it can be transformed to a new concept of social enterprise.

Public-Private Partnerships (PPPs) are long term agreements between governments and private companies. The purpose behind this model is to take advantage of the private sector’s efficiency, expertise and financial resources when delivering a public asset or service. These partnerships hold mutual risks that are born by both parties, public and private. The public institute remains accountable for providing the services and approves the payment for the private institute that is conditional upon performance. The private sector partner assumes the responsibility for providing a public service including investing, maintaining, enhancing, or constructing the necessary infrastructure and managing the operation.

For instance, in Lebanon, many Public Private Partnerships already exist in diverse sectors. These include:

### *Infrastructure (physical):*

- Water (dams, distribution, water treatment, irrigation, wastewater treatment)
- Electricity (power generation and distribution, renewable energy)
- Transportation (airports, ports, railways, roads)
- Public transportation (metros, buses and sea ferries)
- Solid waste treatment
- Telecom and Information communication infrastructure

### *Social Infrastructure:*

- Healthcare
- Education
- Postal services
- Prisons
- Public Housing

As for the types of public private partnerships, they differ according to the three different parameters: 1) Type of asset; 2) Functions the private entity is liable for; and 3) How the private entity is paid.

Types of assets vary between:

1. New Infrastructure: Often called greenfield projects where the private institute is responsible for financing, building, and managing new public assets such as a hospital.
2. Existing infrastructure: Often called brownfield. The private entity is responsible for upgrading and managing existing assets.

There are several functions that the private institute can be liable for. Some of these functions are usually combined depending on the PPP agreement. Typical functions include:

1. **Design** (also called engineering work) – involves developing the project from initial concept and output requirements to construction-ready design specifications.
2. **Build**, or Rehabilitate – when PPPs are used for new infrastructure assets, they typically require the private party to construct the asset and install all equipment. Where PPPs involve existing assets, the private party may be responsible for rehabilitating or extending the asset.
3. **Finance** – when a PPP includes building or rehabilitating the asset, the private party is typically also required to finance all or part of the necessary capital expenditure.
4. **Maintain** – PPPs assign responsibility to the private party for maintaining an infrastructure asset to a specified standard over the life of the contract. This is a fundamental feature of PPP contracts.
5. **Operate** – the operating responsibilities of the private party to a PPP can vary widely, depending on the nature of the underlying asset and associated service.

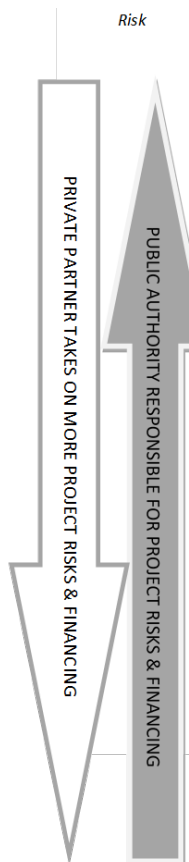
Risk	Type of PPP	Description	Type of Asset	Functions transferred	Payment source
	Management Contract	The state retains asset ownership, and capital expenditure is the responsibility of the public sector, whereas operation and maintenance is handled by the private sector. These types of contracts are 3-5 years in duration.	Existing	Operations and Maintenance	Management fees extended to the contractor
	Affermage	The private partner is responsible for the service in its entirety including financial risk for operation and maintenance. The operator is assured of its fee and the public authority bears the risk of bill collection and revenues. 8-15 years	Existing	Maintain and operate, providing services to users	User pays—private party typically remits part of user fees to government to cover capital expenditures
	BOT	This approach to describing PPPs for new assets captures legal ownership and control of the project assets. Under a BOT project, the private company owns the project assets until they are transferred at the end of the contract.	New infrastructure	Design, build, finance, maintain some or all operations	Can be either government or user pays
	Concession	The private sector operator is responsible for the full delivery of services, including operation, maintenance, collection, management, and construction and rehabilitation of the system.	New or existing infrastructure	Design, rehabilitate, extend, or build, finance, maintain, and operate—typically providing services to users	Usually user pays, the private party might pay a fee to government or might receive a subsidy
	Joint Venture	The infrastructure is co-owned and operated by the public sector and private operators and capital is shared usually through a special purpose company. The ownership and controlling authority of each entity varies. In this way, synergies and efficiency result as the private partner has incentive to control costs since its future earnings depend on it. Joint Ventures are common in various sectors such as oil & gas. Indefinite	New or existing infrastructure	Design, build, finance, maintain some or all operations	User pays

Figure 7: Types of PPPs, Description and Risk

The below table showcases a few characteristics of PPPs in relation to social economy and social justice.

<b>PUBLIC PRIVATE PARTNERSHIPS</b>	
<b>Social Economy Attributes</b>	<b>Social justice Attributes</b>
<ol style="list-style-type: none"> <li>1. <b>Social Procurement:</b> Public authorities (PAs) can engage in socially responsible public procurement by buying ethical products and services, and by using public tenders to create job opportunities, decent work, social and professional inclusion and better conditions for disabled and disadvantaged people.</li> <li>2. <b>PAs engaged in Social Entrepreneurship support</b></li> <li>3. <b>PAs co-managing social enterprises initiatives</b></li> <li>4. <b>CSOs and Social Entrepreneurs ready for social procurement services</b></li> <li>5. <b>Any other form of PPP for community development</b></li> </ol>	<p>The private-public partnership can influence a variety of social justice policies, for the scope of our action this incubation process is willing to tackle different finance tools for Social Entrepreneurs.</p>

**In the broader context of this project's "Incubation Program", the PPP sub-program** aims at supporting mainly municipalities or unions of municipalities and CSOs to pilot the delivery of community-based services under a public social procurement framework. The financial support (sub-granting) for the new Social Enterprises that will be created under the PPP model, will guarantee both legal assistance to the Public Authorities, capacity building in the related sector selected and equipment support if needed. This incubation program could be strongly connected with the one on school enterprises (see next section) to strengthen its effectiveness (example: public building maintenance assigned to a local school enterprise via public procurement).

#### LEGISLATIVE FRAMEWORK

Multiple laws have been passed in Lebanon to regulate private-public partnerships, these include:

- Concessions (1880)
- Tenders Regulation (Decree No. 2866 of 1959)
- Public Accounting Law (Decree No. 14969 of 1963)
- Law No. 218/1993 regulating GSM tender
- Privatization Framework Law No. 228/2000
- Regulation of the Electricity Sector Law No. 462/2002
- Telecommunications Law No. 431/2002
- Civil Aviation Law No. 481/2002
- Law on PPP Law No. 48/2017
- A new public procurement law 244/2021, in line with UNCITRAL Model Law (2011) and OECD Guidelines (2016) was drafted in 2019. It was submitted to Parliament in February 2020 and discussed in a special Parliamentary Committee from June 2020 till May 2021. The draft law was discussed in Joint Parliamentary Committees and voted by the General Assembly on June 30, 2021 then published in the Official Gazette on July 29, 2021.

Before the enactment of Law No. 48, ministries were able to procure PPPs based on specific laws and policies for major sectors, including water, telecommunications, and civil aviation. Until 2017, the regulatory framework was reinforced by the Tenders Regulation (Decree No. 2866 of 1959) and the Public Accounting Law (Decree No. 14969 of 1963).

The passage of Law No. 228 in 2000 established the Higher Council of Privatization (HCP) to regulate privatization operations. The law aimed to:

- Ensure competitiveness
- Protect consumer interests and the rights of citizens working for the state entities subject to privatization
- Preserve public funds
- Provide citizens the opportunity to participate in the ownership and administration of privatized state enterprise
- Attract private investment

Passed in 2014, Law No. 288 allowed the government to license power plants. Although the law provided a general outline for privatization on a case-by-case basis, it did not specify any public entities subject to privatization. The financial loans and grants given to the Lebanese governments at the Paris I (2001), Paris II (2002), Paris III (2007) and CEDRE (2017) international donor conferences were conditioned upon reforms and privatization, none of which were implemented.

## BENEFITS OF PPPs

PPP is one of the most often employed approaches for infrastructural development around the world. All governments have limited financial and personnel resources, making meeting several competing agendas challenging. Infrastructure development is a difficult and time-consuming process that puts a strain on these resources, particularly Lebanon due to having financial constraints.

The benefits of having PPPs:

- Innovation
- Budgeting Certainty
- Avoidance of large initial capital contributions
- Improve Capabilities
- Infrastructure Development
- Attract Capital
- Risk Transfer
- Revenue Generation
- Job Creation
- Economic Growth



## PREVIOUS SUCCESSFUL EXAMPLES IN LEBANON

Example	Brief Description
<b>Beirut-Damascus Road (Concession, 1958)</b>	Amongst the first successful PPP-like concessions in the history of the Middle East was the Beirut-Damascus road in 1958.
<b>Beirut Port (Concession, 1960)</b>	A 30-year concession was given to a Lebanese company called "Compagnie de Gestion et d'Exploitation du Port de Beyrouth" to expand and develop the port.
<b>Electricity of Zahle (Concession, 1960s)</b>	Founded in the 1920s, Electricité de Zahlé (EDZ) is a private electric utility that operates under a concession agreement with the Lebanese government. But following a decree issued in late 1960s by the government and Electricité du Liban, EDZ turned into an electrical distribution utility that develops, operates, and maintains the electric power networks in Zahle and 15 surrounding regions.
<b>Libancell and FTML (BOT, 1994)</b>	The BOT license in 1994 was granted to LibanCell and FTML, which built one of the two GSM networks in the country and served 400,000 mobile subscribers. These operations contributed significantly to Lebanon's GDP.
<b>Solidere (1994)</b>	For the development and reconstruction of Beirut City District (BCD) following the Lebanese civil war which destroyed much of the infrastructure, Solidere was established as a private company in 1994, listed in 1996. Against financing and construction of the infrastructure and public domain for the entire BCD on behalf of the State, Solidere was granted ownership of 291,800 sq m of development land in the New Waterfront District.
<b>LibanPost (BOT, 1998)</b>	Through a BOT agreement with Canada Post and SNC Lavalin, the National Postal Services was transformed from an inefficient government-owned entity into a private multi-service operator.
<b>Tripoli Water Authority (Management Contract, 2002)</b>	The Ministry of Energy and Water and the Council for Development and Reconstruction (CDR) awarded Ondea, a French organization, a 4-year management contract for the Tripoli Water Authority in December 2002 at a cost of 8.9 million euros, financed by the French Development Agency.
<b>Beirut International Airport (Concession, 2000)</b>	Several concessions were agreed on to expand the airport, including the car park and the aircraft refuelling facilities, completed on the basis of a concession in the year 2000.
<b>Beirut Duty Free (Concession, 2003)</b>	Beirut Duty Free operated on the basis of a 15-year concession granted by the Government to Phoenicia- Aer Rianta Company (PAC), which is a joint venture between Phoenicia Trading - Afro Asia, Aer Rianta International (Middle East) W.L.L and a number of local partners. In April 2017, the contract was awarded again to PAC for 4 years.

<p><b>Mecanique (BOT, 2003)</b></p>	<p>Awarded in 2003 to the Saudi company FAL, this 10-year DBOT contract (with a possible extension of 3 years) consisted of financing, building, and operating a vehicle inspection facility for 10 years. In 2012, the contract was extended on a 6-monthly basis, and included a 30% revenue share of the inspection fees collected by FAL Mecanique.</p>
<p><b>Mobile Operators (Management Contract, 2004)</b></p>	<p>A 4-year renewable Management contract for Lebanon's mobile operators, Touch and Alfa, which are operated by Kuwait-based Zain Group and Egypt's Orascom, respectively</p>
<p><b>Power-Generating ships (Lease, 2012)</b></p>	<p>Lebanon decided in February 2012 to lease power-generating ships to help reduce severe electricity rationing in the country. Karpowership was awarded a contract by the Lebanese Electricity Utility (EDL) to provide 2 Powerships totalling 270 MW of base load generation capacity. In 2016, EDL increased the contract capacity to receive over 370 MW of reliable power from the Powerships for another 2 years. This lease came with a sovereign guarantee.</p>
<p><b>Mecanique (BOT, 2016)</b></p>	<p>The tender was launched in April 2015, and following multiple delays, it was awarded in August 2016 to Autospect/SGS/Securitest/Autosécurité. This 10- year contract consists of modernizing the 47 centers for vehicle inspection and building 10 new centers and operating and maintaining them.</p>
<p><b>Jeita Grotto (BOT, 1994)</b></p>	<p>Awarded in 1994, for an initial duration of 21 years, and renewed for 4 years (twice) with an expected expiry in 2022, to MAPAS company to restore, expand, and operate the Jeita touristic complex. Based on a revenue sharing arrangement, the Ministry's share stands at 35%, while the municipality receives a share of 10%-15%. This project was awarded based on a decision issued by the Minister of Tourism, and was not backed by any law or decree.</p>
<p><b>Solid waste treatment plant in Saida (BOT, 2002)</b></p>	<p>The contract was signed between the municipality of Saida and IBC in 2002 for a 20-year period</p>
<p><b>Beirut Port container terminal (Management Contract, 2004)</b></p>	<p>The contract was awarded to Beirut Container Terminal Consortium (BCTC) in 2004 (4 years after the construction of facilities was completed). In 2005, the port began handling transshipment vessels for the first time in the history of Lebanon. The management contract is based on a per container fee paid to the operator with a guarantee of handling 500,000 containers annually. Current traffic exceeds 1.2 million containers annually and necessitates the expansion of the container terminal very soon.</p>
<p><b>Gulftainer (Concession, 2013)</b></p>	<p>Gulftainer, an Emirati operator, was awarded a 25-year concession to develop and operate a new container terminal at the Port of Tripoli in Northern Lebanon. The initial investment of over \$60 million was earmarked for new equipment and machinery.</p>

Most PPP agreements implemented in Lebanon have received much criticism for not achieving their goals of boosting the economy, rehabilitating infrastructure, and providing good services to citizens.

The failure can mainly be attributed to:

1. Lack of standardized project preparation processes as well as contract design
2. Inadequate tender processes conducted under sector or project-specific laws

## SOCIAL ENTERPRISE AND PUBLIC-PRIVATE PARTNERSHIPS

Social enterprises as Public-Private Partnerships also known as Social PPP is an agreement that benefits from the strength of the three sectors whether it is the government, private, or the social one. This partnership addresses social disparities while delivering services needed by the community.

Social PPP entities are characterized by a purely social objective. While PPPs are used to provide and implement varying projects with greatly differing objectives, Social PPPs are restricted to projects of a social nature. In addition, it represents a guarantee for the realization of the social objectives in the medium to long term.

Values of social enterprises as PPPs include:

1. Inseparability of economics and social concerns; balancing economic concerns with social missions or goals
2. Local, community, or consumer participation
3. Promotion of social cohesion and inclusion
4. Diversity, innovation, and creativity
5. Opportunism and resourcefulness
6. Operate "outside the box"

That being said, we often find failed examples of social PPP.

## WHY IS IT NOT WORKING?

Multiple reasons and challenges lie behind the failure of Social PPPs, including:

1. **Legal Challenges:** Lack of any laws or systems that guide entities into following an appropriate social enterprise model
2. **Administrative Challenges:** The process of establishing a licensed MSMEs in Lebanon has a lot of bureaucratic procedures, let alone a Social enterprise as PPP
3. **Governmental Challenges:** Lack of government incentives targeting social enterprises.
4. **Structural Challenges:** Lack of clear strategy and vision; Weak marketing; Lack of appropriate funding; and very often, lack of continuity or sustainability
5. **Other:** There is a problem as to how the social welfare effects of these projects are to be measured, while they do not lead to any directly measurable outcomes

## HOW TO MAKE IT EFFECTIVE

In order to make social enterprises effective as PPPs, the responsibilities fall on several actors: the government, the private sector, the community, and the entities offering the fund. As it needs to be set-up in a guided system that ensures its success and has the back-up of both the community and the government. In order to create effective Social enterprises in Lebanon, the following needs to be fostered and supported:

1. Raise awareness and visibility of social enterprises, and tackle misconceptions
2. Establish strategic and multi-stakeholder partnerships
3. Foster viable and sustainable social enterprises
4. Support risk-sharing mechanisms for finance providers
5. Foster social-entrepreneurship skills in the education system
6. Ensure institutional continuity and government support for social enterprises
7. Promote impact measurement and evaluation
8. Establish user-friendly administrative processes
9. Create a clear legal system that facilitate the creation of SEs and guarantees their sustainability

## VII. Social Enterprises Model 4: School Enterprises

**A SCHOOL-ENTERPRISE** is defined as a social business that is willing to invest in the Vocational Education and Training (VET) sector. It is a third entity where the main founders are Vocational Training Institutions (VTIs) and SEs or other types of investors willing to upgrade part of the VTI bodies into a competitive service provider company, by maintaining at the same time the educational and training goal.

The below table showcases a few characteristics of school enterprises in relation to social economy and social justice.

<b>SCHOOL ENTERPRISE</b>	
<b>Social Economy Attributes</b>	<b>Social Justice Attributes</b>
<ol style="list-style-type: none"> <li>1. Usually a Vocational Technical institute or Center leads an economic activity related to its educational offer.</li> <li>2. The economic activity led by the VTI has a primary social aim of improving the educational offer /performance.</li> <li>3. The School Enterprise can operate also as a “transition enterprise” where students, especially those disadvantaged, can be supported to start a medium/long-term employment contract in a “safe” environment.</li> <li>4. The school can lead economic activities via a third entity (creation of a dedicated enterprise for the scope including different shareholders).</li> </ol>	<p>These types of Social Enterprise can directly influence the policy of quality TVET educational offer, youth employment, rights of PwDs (Person with disabilities)</p>

Within the framework of this study's incubation program, the activity supporting this type of social enterprises will be delivered in strong coordination with the VT14 all programme led by GIZ, in particular for the Selection of the public VTIs, and for the upgrade of the VET curricula. The financial support within this sub-program will be mainly used to support the legal assistance, the capacity building and the purchase of equipment for the start-up phase. In consultation with GIZ the construction sector could be one of the sectors to promote this sub-program and the new SEs that will be created with this new model. This option will be confirmed in the SSE study, which will include a market analysis and social-economy indicators. Examples of new entities created out of this sub-programme could be a new company whose shareholders are one VTIs and one SE, delivering maintenance services. The new entity doesn't replace the VET school programs, but it will be integrated in the VT curricula as apprenticeship, or work-based learning before they conclude their studies. The new entity is autonomous from the existing education institutions and its main objective is to improve the professional education offered. The possibility to integrate the services of the new potential SEs within the revision of the VT curricula will be defined according to the business plan of the new entity.

In essence, the collaboration between COSV and GIZ under this sub-program is outlined here below:

- GIZ can support establishing up to two school enterprises in dairy production and/or food preparation sectors. Other sectors can also be discussed and explored upon agreement between the two parties.
- In terms of geographical focus, the scope of work is flexible with a preference for mount Lebanon and the south based on GIZ's experience.
- A school enterprise in principle includes an agreement between a school and a local NGO in the area in which the school operates to establish an entity or a business bubble in which the school could provide the skilled workers trained by GIZ. The Local NGO role is not yet defined, and will be determined based on the adopted model.
- The goal is to support young school graduates who don't have what it takes to start a business on their own. They can join this initiative and be part of it and later open their own business. The revenue or products of such an initiative can benefit the local community, so it is important to select the schools in areas with high concentrations of vulnerable individuals.

The objective of this collaboration and incubation sub-program is to provide job-related competences in at least two sectors for vulnerable Lebanese, as well as Syrian refugees and IDPs. This will be done through the implementation of a short-term Competence Based Training (CBT) module in a school to build the capacity to deliver more practice-oriented training programs within the Directorate General of Vocational and Technical Education (DGVTE) system in Lebanon.

## RISKS & CHALLENGES

The following table delineates the risks and challenges that are anticipated to be faced while working on the establishment and incubation of School Enterprises with public technical and vocational institutions (TVIs) in Lebanon.

<b>Category</b>	<b>Risk (Future Uncertainty)</b>	<b>Challenge (Current Hinderance)</b>
Governance	<ul style="list-style-type: none"> <li>● A disagreement between TVI and Private Sector partner which leads to the dismantlement of the school enterprise.</li> <li>● Unclear roles and responsibilities or decision making process between the two partnering organisations on how to manage the school enterprise.</li> </ul>	<ul style="list-style-type: none"> <li>● Both parties are new to this modality of work and they feel at unease about how the work will actually take place, though they are excited to make it happen.</li> <li>● TVI team lacks knowledge in running an actual production facility or managing an income generating initiative/enterprise.</li> </ul>

Human Resources	<ul style="list-style-type: none"> <li>• The private sector company might not have the right team members or sufficient number of them to stay properly engaged with the TVI.</li> <li>• TVI students might not have the sufficient time availability to dedicate to the operation.</li> </ul>	<ul style="list-style-type: none"> <li>• Both parties will require to figure out the best combination of utilizing their human resources to properly operate the school enterprise in the most cost effective manner (students, teachers, TVI management &amp; private sector partner team)</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• Delays in delivery of certain equipment, material, supplies or services might hinder the overall project progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clear scope of the items that will be required to be procured.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Change in exchange rates, negatively affecting the school enterprises profitability/sustainability.</li> <li>• Banking limitation affecting the cash flow, collection and disbursements.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of existing joint financial management mechanism between the 2 partners.</li> </ul>
Legal/Regulatory	<ul style="list-style-type: none"> <li>• School Enterprise production falls below standards, causing any potential health hazards or legal case against the School Enterprise and its team.</li> </ul>	<ul style="list-style-type: none"> <li>• No legal structure for Social/School Enterprises.</li> <li>• TVI's inability to legally engage external providers, do sales, recruit team members...etc.</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Equipment failure, mostly due to misuse or lack of proper preventive maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of ERP, Inventory Management and other useful systems at the TVI.</li> </ul>
Social and Cultural	<ul style="list-style-type: none"> <li>• Clash between School Enterprise team and community under the presence of "abusing public institutions for financial gains".</li> </ul>	<ul style="list-style-type: none"> <li>• All stakeholders are not used to the School Enterprise model and thus find it difficult to properly understand what it entails, why it exists, its limitations and benefits.</li> </ul>
Resources/Raw Material	<ul style="list-style-type: none"> <li>• Certain raw materials or resources are not being available, thus hindering production or putting it to a halt all together.</li> </ul>	<ul style="list-style-type: none"> <li>• A big list of times shall be procured for the School Enterprise to be properly set up. Thus, a considerable amount of the budget will be spent on procuring equipment, resources and material.</li> </ul>
Energy	<ul style="list-style-type: none"> <li>• Fuel/Petrol shortage leading to the inability to properly store the products and/or to transport them to customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of electricity leading to inability to produce and/or store (freezers/fridges), thus necessitating solar energy solutions with batteries.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Extreme weather conditions negatively impact production.</li> </ul>	

## RECOMMENDATIONS

In order to mitigate challenges and avoid risks, below is a suggested list of measures and recommendations that can be helpful in ensuring higher success rates for the program overall.

1. Develop clear MoU with Governance (Roles, Responsibilities & Decision Making) between School Enterprise Partners.
2. Schedule regular (weekly or twice a month) meetings with the School Enterprise team to ensure progress, tackle any issues early and avoid going off track.
3. Continuously develop/review the action plan, the key performance indicators and the actual measures to ensure that things are still in line with the big picture and that lessons learned are being captured and taken into account.
4. Budget for TVI staff and student engagement/involvement as an incentive to avoid having them become not interesting to continue the School Enterprise.
5. Budget sufficient amounts for equipment, supplies, reserve items (for maintenance of highly perishable equipment) as well as for solar energy solutions to all TVIs.
6. Organize an awareness meeting/session for School Enterprise Team (TVI staff, teachers and students as well as Private Company partner staff and management) about the School Enterprise Model, How it Works, Why it has been Established, benefits for all involved, key progress indicators and role of each.
7. Organize regular (monthly) meetings among all School Enterprises with the purpose of sharing lessons learned, challenges, success stories and know-how.
8. Organize period meetings with other Social Justice initiatives (PPPs, NGOs, Private Sector, School Enterprises...) similar to the above one, to ensure that the School Enterprise team understands the scale and size of what they are part of and how they are paving the way for what may come forth.
9. Train the TVI team on business management (Operations, Procurement, Marketing, Sales, Finance, Accounting...etc) so as to become capable of engaging in useful discussions with the private sector partners and provide educated input and decisions.
10. Keep a certain contingency reserve within the budget for unforeseen interventions, services or issues that may arise. The contingency, in this situation, does not have to be more than 5% of the overall budget allocated to the TVIs. If not used by the end of the project, the money can be allocated for creating a guide for School Enterprise Establishment in Lebanon and published for replication by other potential partners.

## SELECTION OF THE SECTORS

Two sectors were selected within this program's incubation phase. The selection balances between different aspects: actual and prospective labor market demand (P.S. existing job market surveys will be a valuable input without involving resources in a new one), strategic role of the sectors within the national economy, accessibility of vulnerable groups to the selected sectors, profile and education potential of targeted population, input of the business community, existing programmes offered in the DGVTE network.

The choice of sectors or sub-sectors will also consider gender aspects – at least one strand of training will be in a sector that shows higher employment/participation opportunities for women. To improve women participation, not only the sector should be properly chosen but also the one or two occupations that have the most opportunities for female employment. Considering that these occupations can be addressed in the same CBT



modules to be delivered in many editions and in different locations, the number of women benefiting from it can be large.

The selection of sectors will also benefit from a previous Market System Assessment (MSA) study that was commissioned by Mercy Corps and conducted by Economic Development Solutions (EDS) from November 2020 to February 2021. The MSA explored the potential of the furniture and woodwork industry in North T5, dairy production in the Bekaa, and cosmetics and cleaning products in Mount Lebanon. The MSA followed a mixed methods approach combining secondary data and primary data collected through 56 qualitative in-depth interviews with key stakeholders, including producers, retailers, input suppliers, international organizations support programs, Ministry of Industry, research centers, and experts.

For each market system, it assessed key stakeholders within each system, market functions and constraints to growth, the supply and demand for the products, existing and potential linkages as well as opportunities for market support from inputs to processing, and sales of the given products or services.

Below is the result scoring matrix of the MSA Study:

CRITERIA	WEIGHT	AGRICULTURE	DAIRY PRODUCTS	FOOD PREPARATION	HOR ECA	CHEMICAL INDUSTRY	FURNITURE AND WOOD WORK	TEXTILE	MAINTENANCE & REPAIR	CONSTRUCTION & REHABILITATION	HEALTH CARE
1. Opportunities for employment of Lebanese vulnerable HHs	1	2	3	3	4	3	3	3	4	3	3
2. Opportunities for employment of Syrian Refugee HHs	1	4	3	4	3	2	3	2	4	4	4
3. Opportunities for strengthening women's position in the market system	0.5	2	4	4	4	2	2	4	1	1	1
4. Labor intensive system with scope for labor skill improvement	0.5	3	2	2	4	3	3	3	4	4	4
5. Positive interaction between stakeholders and potential for creation of LED	0.5	4	2	2	2	2	3	1	1	1	1
6. Presence of financial support initiatives	0.25	1	2	2	1	0	2	1	1	1	1
7. Private sector driven potential for growth and impact of economic crisis	1	2	3	3	2	4	3	3	3	1	1
8. Existing, or potential for development of Local Business Clusters (LBCs)	0.25	3	4	3	4	2	3	1	1	2	2
<b>Total</b>		<b>13.5</b>	<b>14.5</b>	<b>15.25</b>	<b>15.25</b>	<b>13</b>	<b>14.25</b>	<b>12.5</b>	<b>14.5</b>	<b>11.75</b>	<b>11.75</b>

## SELECTION OF THE PUBLIC SCHOOLS

Based on the demand for delivering a specific CBT module in a Lebanese region, GIZ verified if a similar course is delivered in one of the DGVTE schools in the region. For the furniture and woodwork, the list of schools and institutes with a carpentry specialty and a carpentry workshop was delivered to GIZ by the DGVTE. The schools or institutes underwent assessment visits according to a detailed questionnaire and inspection. Based on that a selection grid was established and a final list of eight schools were selected.

The final report is ready but not yet delivered to the DGVTE. Once it is delivered, an official circular will be issued with the final list of selected schools in which short-term training courses in furniture making and woodwork can take place.

The evaluation grid for schools and institutes to be selected for furniture and woodwork is provided below:

CBT modules + BT Feasibility												
Criteria / School	Dekwaneh TS	Barja TI	Choueifat TS	Zgharta TI	Al Qabbah TS	Toul TI	Al-Amal	Bekaa Industrial Institute	Baabek TI	Hermel TI	Al-Hissa TI	
Governorate	Mount Lebanon	Mount Lebanon	Mount Lebanon	North	North	Nabatieh	South	Bekaa	Baabek El Hermel	Baabek El Hermel	Alkar	
District	Matn	Al-Shouf	Aley	Zgharta	Tripoli	Nabatieh	Sidon	West Bekaa	Baabek	Hermel TI	Hissa	
Village	Dekwaneh	Barja	Choueifat	Zgharta	Al Qabbah	Toul	Sarband	Khyra	Baabek	Hermel	Hissa	
Criteria	Assessment	Assessment	Assessment	Assessment	Assessment	Assessment	Assessment	Assessment	Assessment	Assessment	Assessment	
School	Joint Project	N	Y	N	N	N	Y	Y	Y	N	N	Y
	Premises	✓✓✓	✓✓	✓✓	✓✓✓	✓✓✓	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	XX
	No. of Students	532	955	380	900	1006	694	1200	439	2000	700	407
	No. of Teachers	163	270	85	300	507	160	360	92	382	200	135
	Students per Teacher	3.27	3.54	4.47	3.00	1.98	4.34	3.43	4.77	5.24	3.50	3.01
School Director	Industrial/Technical Specializations	10	4	6	6	8	3	6	6	6	5	1
	Potential and Motivation	✓✓	✓✓	✓✓*	✓✓	✓*	✓✓	✓✓	✓*	✓*	✓✓	✓✓
	Accept to train Syrian Refugees	Y*	Y	Y	Y*	Y	Y	Y	N	Y	Y	Y
CBT Teachers	Accept to have Carpentry BT	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
	No. of Teachers nominated for ToT (CBT modules)	3	4	2	3	3	2	?	3	3	4	2
Carpentry Workshop	Education / Experience	✓✓✓	✓✓	✓	✓✓	✓✓	✓	?	✓✓✓	✓✓✓	✓✓✓	✓
	Area	Big	Big	N/A	Big	Medium/Small	N/A	Medium	Big	Big	Big	Small
	Machines	✓✓	✓*	XX*	✓✓✓*	✓*	XX	✓✓	✓	✓✓*	✓*	XX*
Furniture Carpentry BP	Furniture Carpentry BP (Available)	Y	N	N	N	Y	N	N	Y	Y	Y	N
	No. of Student Batches Graduated (Furniture Carpentry BP)	6**	N/A	N/A	N/A	30	N/A	N/A	30	46	48	N/A
	Avg. No. of Registered Students per Class (Furniture Carpentry BP)	15.63	N/A	N/A	N/A	9.17	N/A	N/A	26.33	13.33	10.17	N/A
	Furniture Carpentry BP (Continuous / Intermittent)	C**	N/A	N/A	N/A	C	N/A	N/A	C	C	C	N/A
GEO and SAB	Interior Decoration BT (Available)	Y	Y	Y**	N	Y	N	N	Y**	Y	Y	N
	GEO Functioning	Y	N	Y	Y	N	N	Y	Y**	N	N	N
	SAB Request Done	Y	N	Y	Y	N	N	N	N	N	N	N

Figure 8 The evaluation grid for schools and institutes to be selected

For the selection of schools and institutes to implement short-term courses in dairy production, the list of schools with hotelier specialty within DGVTE was 71 schools so an initial virtual assessment was conducted with all of them, and the result was communicated to the DGVTE who by return suggested a list of 8 schools which were visited and assessed. The approach was similar to what was done in furniture and woodwork and the evaluation grid and report is currently being finalized and will be communicated to the DGVTE by the end of March 2022.



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## CHAPTER V

# THE FIELD RESEARCH



## V. Field Research: Communities' Perspective on Social Justice in Lebanon

The following sections of the report outlines the main results of this study's primary data collection, specifically the findings related to social justice in Lebanese communities.

### A. General Qualitative Insights Across All Interviews

#### *Insights From Field Interviews*

A brief desk review reveals multiple definitions of social justice. Most commonly and for the purpose of this study, social Justice is defined as the view that everyone deserves equal economic, political and social rights and opportunities." The five main principles of social justice include: access to resources, equity, participation, diversity, and human rights.

"A Just Society aims to ensure that we are on a path towards shared prosperity for all. A just society provides a living income, safe working conditions, and healthcare as well as it acknowledges the value of immigrants to our communities. A just society guarantees safe, comfortable, and affordable housing", Alexandra Ocasio Cortez, an American democratic politician and activist.

In Lebanon, social justice today is a subject captured in people's day to day lives and public discourse about "the situation" within the country. Interviewees rarely brought up social justice as a distinct topic, and many of them took a moment to reflect before discussing key components of it. This was usually followed with an array of answers ranging from the detailed elaboration of everyday struggles and larger societal problems to passionately sharing hundreds of ideas, projects and solutions. These ideas, in their own right, ranged from the need to win the next elections, achieve economic and political reconstruction, etc... to installing solar light panels in a particularly dark neighborhood, fixing the local water pipes, etc... As the interviewees were most often engaged in business or social impact projects themselves, they were able to balance their own ideas and values for Lebanon with detailed plans on how to achieve progress, or soften the collapse.

Social justice was expressed and discussed in 310 out of 337 (91%) interviews, signalling its importance and salience as a subject for both interviewers and interviewees. In a nutshell, interviews highlighted that a sense of belonging is key to addressing social justice challenges in one's area. Youth in particular play an important role in seeking and implementing social justice. This could be through social enterprises that seek to change the mindsets of people by creating new habits.

#### Analytical Dashboard

All of the interviews were aggregated in an interactive, original dashboard developed by the research team. The dashboard allows for the full exploration of the content of each interview by a large variety of metrics, both visually and analytically: the dashboard provides detailed information presented in tables and charts on

demographics of interviewees including their gender, the geographic region, age range, sector and position. It also indicates their responses related to social justice while presenting the dimension and the indicators of the concept, the tools utilized to measure social justice, the challenges that hinder its progress as well as the proposed solutions. Below are some screenshots providing insights on the information collected and presented in several ways.

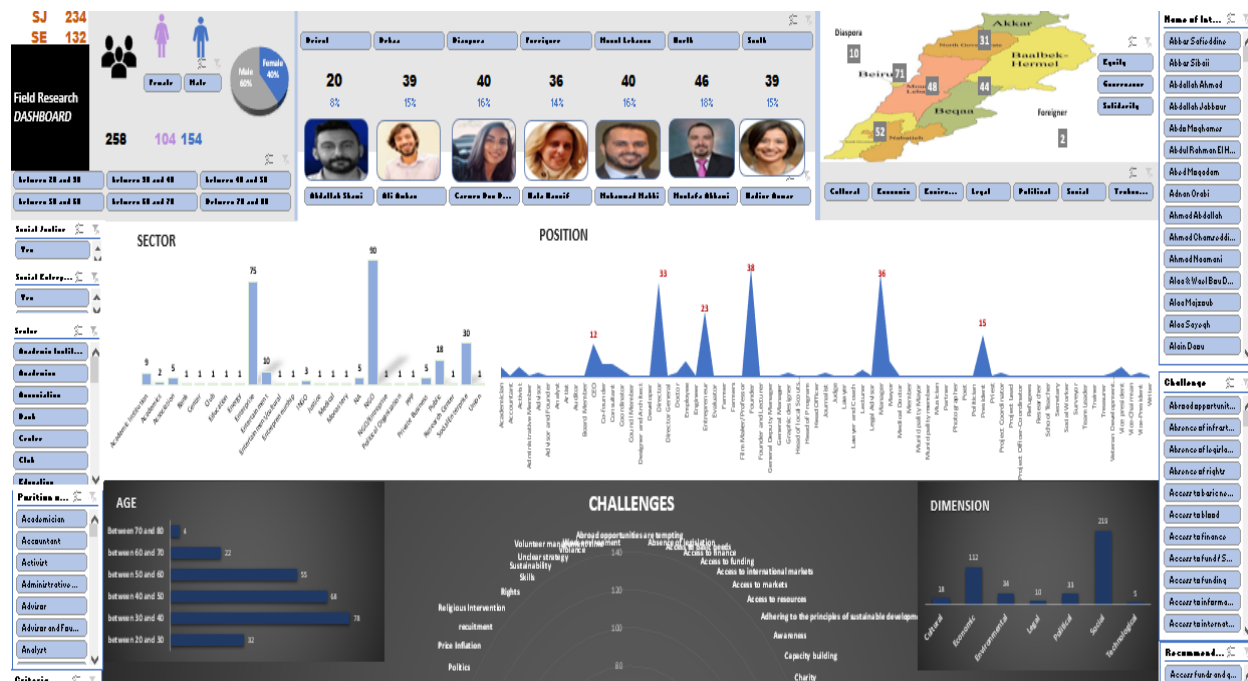


Figure 9 Screenshot of dashboard's main page

	C	D	E	F	G	H	I	J	K	L	M	N	O
	Position of Interviewee	Gender	Age	Region	Social Justice	Social Enterprise	Dimension	Values of SJ/SE	Criteria	Indicator	Tool	Sector	Challenge
2	Manager	Female	between 30 and 40	North	Yes	No	Social	Equity	Awareness	Regression of resources and Initiatives	Creative Industries and Design Thinking	Enterprise	Mindset
3	Activist	Male	between 50 and 60	North	Yes	No	Cultural	Equity	Sharing	Women Empowerment	Cultural and Creative Industries	Public	Mindset
4	Activist	Male	between 50 and 60	North	Yes	No	Social	Equity	Inequality	Poverty	Job Creation	Public	Mindset
5	Consultant	Male	between 50 and 60	North	Yes	No	Social	Solidarity	Sharing	Local Community Cohesiveness	Grassroots Organizations	NGO	Mindset
6	Founder	Male	between 60 and 70	North	Yes	Yes	Social	Equity	Sharing	Lack of Opportunities	Film Festival	Entertainment	Access to basic needs
7	Founder	Male	between 60 and 70	North	Yes	Yes	Economic	Equity	Sharing	Youth Empowerment	Film Festival	Entertainment	Education
8	Founder	Male	between 60 and 70	North	Yes	Yes	Cultural	Equity	Awareness	Artist Empowerment	Film Festival	Entertainment	Lack of Awareness
9	Founder	Male	between 30 and 40	North	Yes	Yes	Social	Equity	Inclusion	Teacher's Empowerment	Educational center	Social Enterprise	Governance
10	Founder	Male	between 30 and 40	North	Yes	Yes	Social	Equity	Inclusion	Oppressive System	Educational center	Social Enterprise	Mindset
11	Founder	Female	between 30 and 40	North	Yes	No	Social	Equity	Inequality	Opportunities and gender balance	Awareness Programs	NGO	Laws
12	Lawyer	Male	between 50 and 60	North	Yes	No	Social	Equity	Sharing	Lack of Justice of people dealing with ea	Collective work	Enterprise	Access to basic needs
13	Lawyer	Male	between 50 and 60	North	Yes	No	Political	Governance	Awareness	Corruption	Collective work	Enterprise	Governance
14	Film Maker/Professor	Male	between 40 and 50	North	Yes	No	Social	Equity	Awareness	Equal opportunities	Freedom of Thought	Entertainment	Religion
15	Film Maker/Professor	Male	between 40 and 50	North	Yes	No	Social	Equity	Inequality	Education drainage	Access to Public Transportation	Entertainment	Cost
16	Consultant	Male	between 50 and 60	North	Yes	Yes	Social	Equity	Inequality	Equal opportunities	Mixed Policies: Social, Capitalist, Liberal	NGO	Governance
17	Consultant	Male	between 50 and 60	North	Yes	Yes	Economic	Equity	Inequality	Equal opportunities	Job Creation	NGO	Mindset
18	Entrepreneur	Female	between 40 and 50	North	Yes	Yes	Social	Governance	Sharing	Equal opportunities	Collective work	NGO	Governance
19	Founder	Male	between 30 and 40	North	Yes	Yes	Social	Equity	Governance	Absent Role of government	Taxing System	Entertainment	Laws
20	Designer and Architect	Male	between 30 and 40	North	Yes	Yes	Social	Equity	Sharing	Poverty	Women Empowerment	Social Enterprise	Mindset
21	Designer and Architect	Male	between 30 and 40	North	Yes	Yes	Economic	Equity	Sharing	Unemployment	Job Creation	Social Enterprise	Mindset
22	Designer and Architect	Male	between 30 and 40	North	Yes	Yes	Social	Equity	Awareness	Access to Education	Structural change of the educational syste	Social Enterprise	Education
23	Founder	Female	between 20 and 30	North	Yes	Yes	Social	Equity	Awareness	Period-Poverty	Awareness campaign	Social Enterprise	Economic Situation
24	Project Officer-Coordinator	Male	between 30 and 40	North	Yes	Yes	Social	Equity	Inequality	Youth Empowerment	Theater	Social Enterprise	Governance
25	Activist	Male	between 20 and 30	North	Yes	No	Economic	Equity	Inequality	Equal opportunities	Creative industries and cultural industries	Social Enterprise	Mindset
26	Activist	Male	between 20 and 30	North	Yes	No	Social	Equity	Sharing	Social divide	Cooperatives	Social Enterprise	Mindset
27	Founder	Male	between 40 and 50	North	Yes	Yes	Social	Equity	Awareness	Competencies enhancement	Technical Assistance in Trade and investm	Social Enterprise	Governance
28	Founder	Male	between 40 and 50	North	Yes	Yes	Economic	Equity	Awareness	Equal opportunities	Job Creation	Social Enterprise	Governance
29	Vice-Chairman	Female	between 40 and 50	North	Yes	No	Social	Solidarity	Transparency	Challenging life circumstances	Funds	NGO	Economic Situation
30	Vice-Chairman	Female	between 40 and 50	North	Yes	No	Social	Solidarity	Transparency	Access to Education	Educational center	NGO	Governance
31	Founder	Female	between 30 and 40	North	Yes	Yes	Social	Equity	Inequality	Mental and emotional development	Docuseries	Social Enterprise	Mindset
32	Founder	Female	between 30 and 40	North	Yes	Yes	Cultural	Solidarity	Sharing	Artist Empowerment	Docuseries	Social Enterprise	Economic Situation

Figure 10 Dashboard filtering used to generate overall overview of key social justice considerations by region

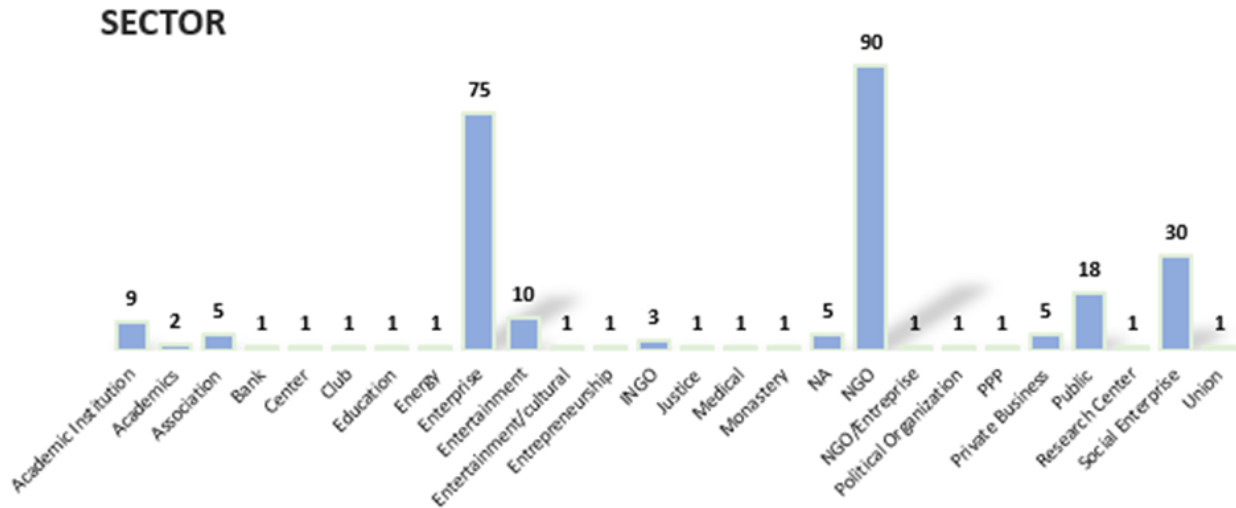


Figure 11 The sectors of the Interviewees

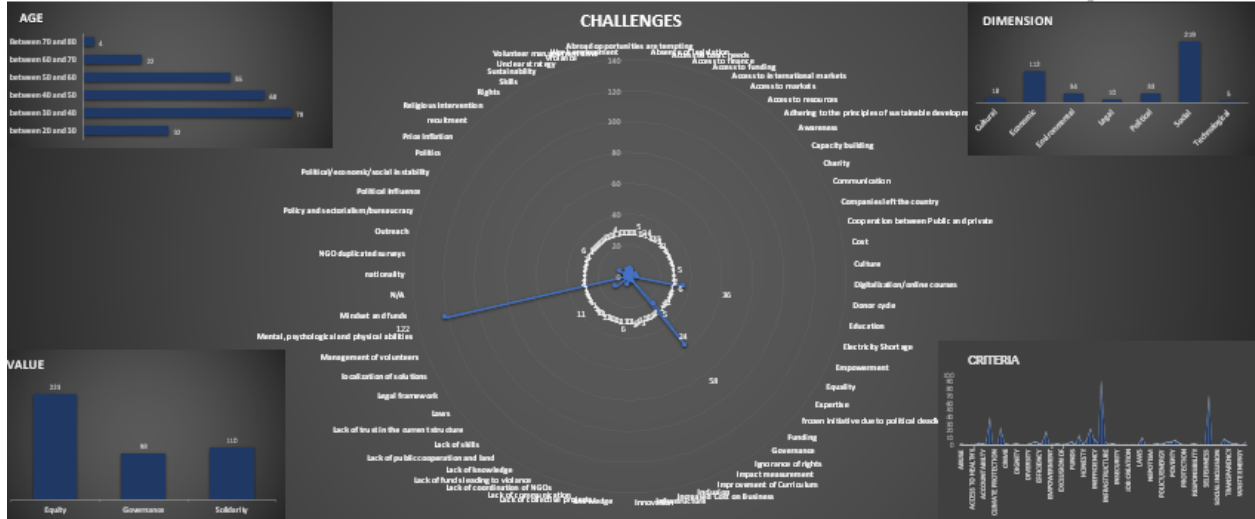


Figure 12 Challenges facing Social Justice by Interviewees

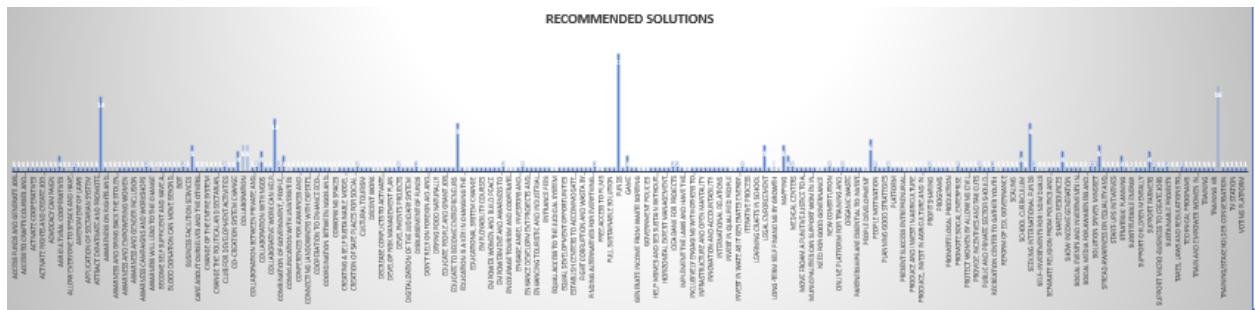


Figure 13 Recommended solutions to enhance Social Justice by Interviewees

The dashboard provides more detailed visibility depending on what you may want to see. For example the below figures show the major challenges that the Presidents of organizations mentioned, as well as the major solutions as reported by Mayors.

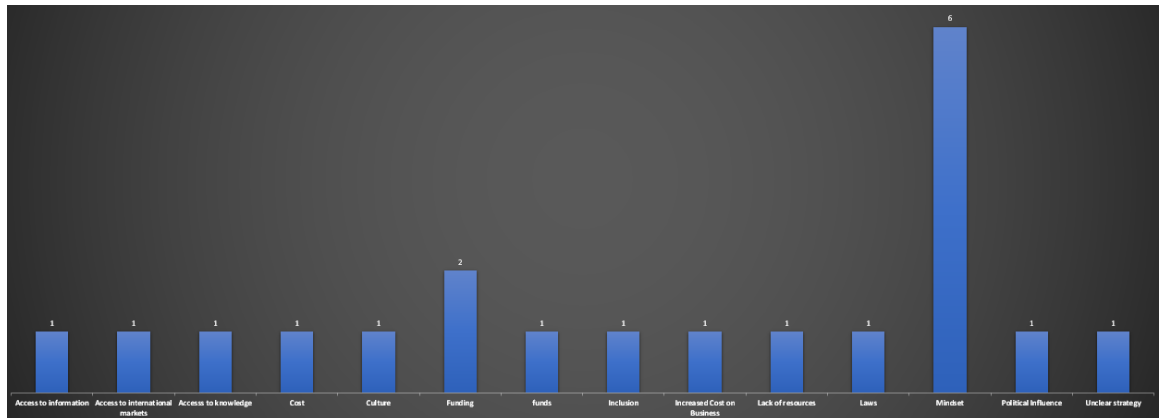


Figure 14 Challenges as indicated by Presidents of organizations

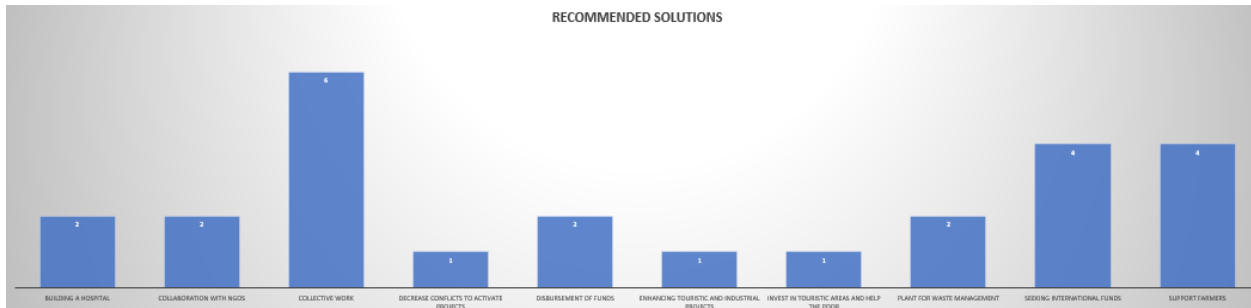


Figure 15 Recommended solutions by Mayors

Furthermore, the dashboard provides the ability to view the feedback of each single interviewee, which allows for comparisons among them in which common or different views can be inspected. The below figures show the challenges as indicated by the Director General of the Ministry of Economy and Trade, a Farmer and a council member. As shown, the mindset is the major challenge reported by the Director General, while inflation was stressed by a farmer and access to funds by a council member.

The different challenges reflect on the background and the experience of each interviewee and they are mainly complementary when the macro-picture is desired.

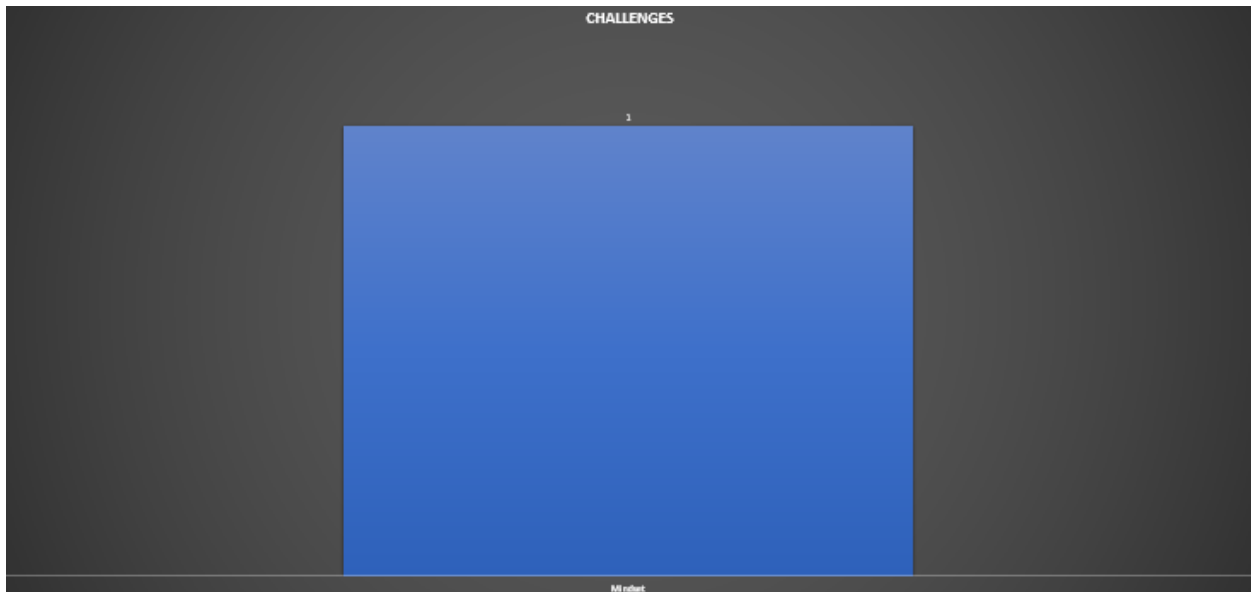


Figure: Challenge: Mindset as indicated by the Director General of the Ministry of Trade and Economy



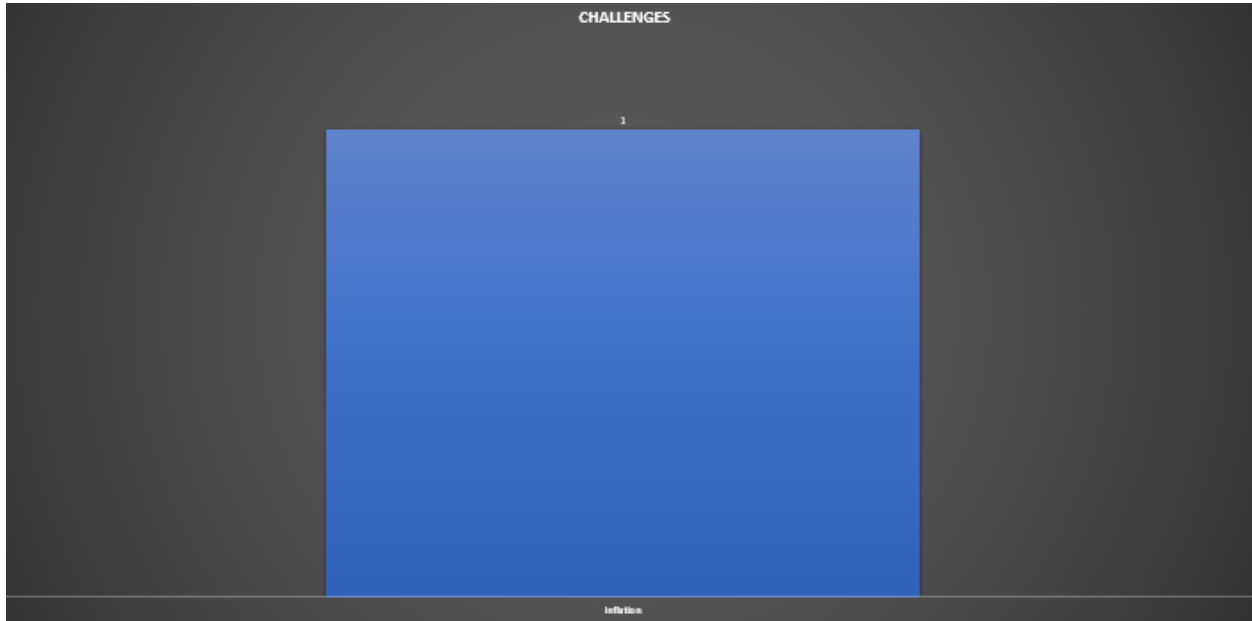


Figure: Challenge: Inflation as indicated by a Farmer

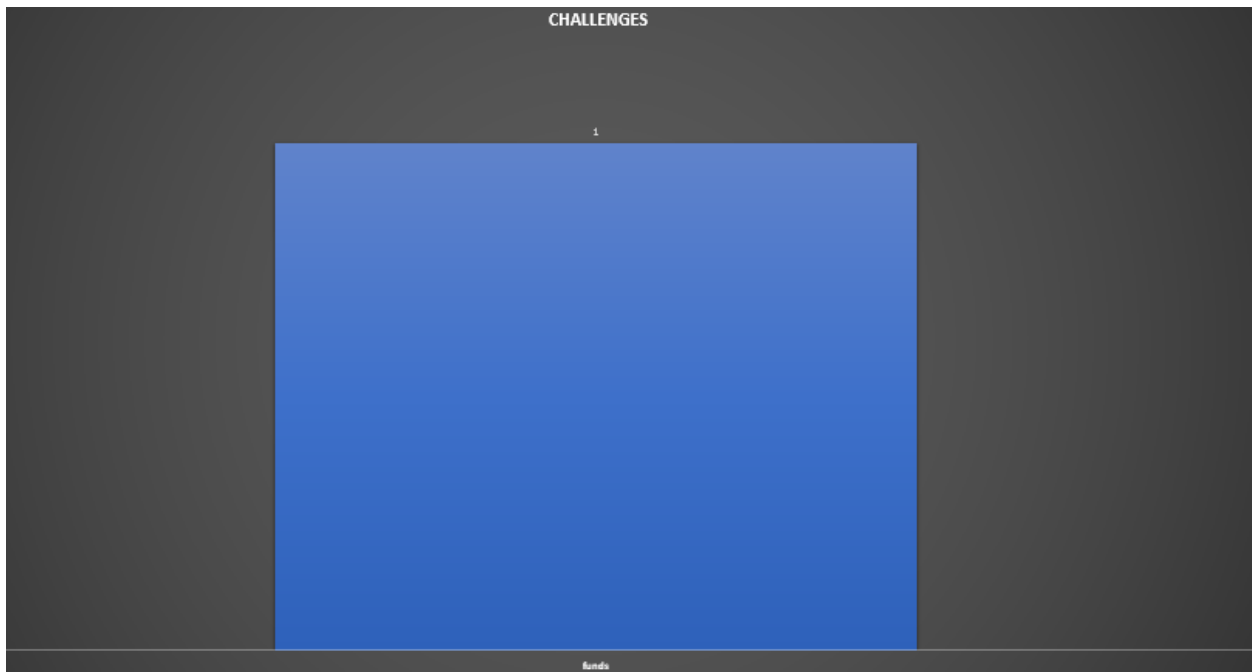


Figure: Challenge: Access to Funds as indicated by a Council Member

“Excel dashboard” is the software that was used to develop the dashboard, selected for its ease to perform quick overviews of the field researchers’ interviews. It gives an overview of qualitative data reflected in keywords under different columns as shown in the Excel screenshots above. It therefore allows qualitative data to be descriptively quantified as well as allows for presenting large amounts of information in fast visually descriptive ways based on various inputs simultaneously and hypotheses.

The dashboard helps in tracking Key Performance Indicators (KPIs) with ease, including various elements such as charts, tables, and figures that help in presenting the data, all of which help in the decision-making process by showing the vital elements of the data in the same window.

The exact wordings of the interviewees were taken as raw data from the interview documents to ensure that the culture, context, and the knowledge of the interviewee are accurately reflected in the dashboard and to avoid any bias in interpreting the interviews.

In terms of the steps taken to create the dashboard, the following outlines a brief description:

1. Transcription of field researchers' oral interviews into one to two pager reports by the field researchers
2. Identification of major keywords into a matrix including the following metrics: name of interviewee, gender, region, age, research dimension, value expressed in interview, analytical criteria, indicator, sector, discussed challenges, and recommended solutions,
3. Transformation of the matrix data and metrics into an interactive dashboard using the needed formulas and connections;
4. Selection of different graphical visualization of the data based on the needs of the research.

## General Qualitative Insights Across All Interviews

Different societal angles were captured in the conducted interviews. Discussions varied in nature depending on the backgrounds of interviewees.

Farmers interviewed bemoaned the disintegration of the community and expressed weariness towards NGOs. There is a sense of "stuckness", as other options are not feasible financially or are no longer as lucrative. The government is a shared nemesis to them all.

For women-empowerment organizations, they saw that the multiple crises, both economic and political, in addition to the Covid-19 pandemic, didn't serve the plight of women. On the contrary, abuse of women has soared exponentially, and women were further from social justice as a result of the situation, in terms of various factors that include access to education, employment, and violence. It's worthy to note that this was a global phenomenon, and not only restricted to Lebanon. The social justice angle to pursue here is to empower women economically, so that their livelihood is not dependent on the males of the family (father, husband, brother, etc).

It was interesting to note that some interviewees didn't equate job opportunities with social justice. Instead, their perception seems to be that social justice is charity work, and excludes equal access to job opportunities. Therefore, it's crucial to address this definition gap in order to establish credibility and trust amongst citizens.

Another important observation is that Lebanese interviewees perceive NGO work to be directed exclusively towards refugees. This, in effect, is generating resentment towards NGOs and refugees alike.

Media exposure is a double-edged sword for the interviewees, as some see it only focusing on the negative press that corruption generates, with little or negligible emphasis on the success and positive stories that each community has to offer. Awareness is key in establishing social justice.

Technology is key in disseminating knowledge and social justice. That said, the dire state of the infrastructure makes it difficult for remote villages to have proper access to technology and embrace digital solutions.

Cultural awareness and enlightenment are considered as a secondary priority, or luxury, amidst the local communities, especially when faced with multiple health, political and economic crises.

Local NGOs struggle with internal definition of their roles and responsibilities, especially with the lack of a functioning government, and the seeming abundance of NGOs that appear to be competing for funding resources.

The absence of state services or oversight over society in general and the decline in the contributions of NGOs have brought society, individuals and institutions to this difficult stage that we are going through in Lebanon, despite the existence of some effective societies and institutions that still provide many services, whether for children, women or the disabled, and the latter are more affected. All of these matters greatly affected the growth of the social justice concept and hindered its promotion theoretically and practically.

## B. Overview of Social Justice Across Regions of Lebanon

The below analysis of social justice considerations by region was conducted through tools developed onto the dashboard.

### **Beirut**

Interviewees expressed a strong value emphasis on equity, seconded by a focus on governance and solidarity. As for the tools needed to progress on social justice and these values, the answers ranged from capacity building to various structural changes that needed to be taken on levels of governance, economics and education to access to funds and investment. As for the challenges facing community progress and development, participants cited mainly issues such as the prevalence of a limited mindset amongst the community and weak governance. They also bemoaned the lack of access to funds and resources on a local level, compliance with the law and corruption. Their recommended solutions varied from raising awareness and capacity building to amending laws and enforcing compliance, fighting nepotism, and creating a productive economy.

### **Mount Lebanon**

Interviewees also expressed a strong value emphasis on equity, followed by solidarity and governance. On the tools needed to progress on social justice and these values, the interviewees mainly emphasized job creation, cross-sector collaboration, education and updating school curriculums, as well as promoting better management across government and industry. As for the challenges facing progress, participants cited similar issues such as a limited mindset in addition to the poor economic situation and political/religious influence on decision-making. This is in addition to lack of knowledge, resources and access to them. Their recommended solutions varied from capacity building/coaching and improving access to quality of education, to access to funds and the enforcement of current legislation.

### **North Lebanon**

Similar to Mount Lebanon, interviewees expressed a strong value emphasis on equity, seconded by a focus on solidarity and good governance. As for the tools needed to progress on social justice and these values, the answers encompass the need for job creation, collective work, raising awareness, collaboration with NGOs and the involvement of the creative industries in various ways. On the challenges facing progress, participants

mainly cited issues of mindset and governance, in addition to access to basic needs and enforcing the law. Their recommended solutions varied from involving international funds to cross-collaboration between government, NGOs, citizens and grassroots movements, and empowering women and the creative industries.

Since most of the interviewees shared a background in the creative industries, there was almost a unanimous agreement on the importance of culture and the arts in disseminating social justice principles; be it through events, education, etc. They also emphasized the need for the government to step in and support those initiatives, because currently these are all fully funded by NGOs, which is not a sustainable model of funding.

## **Bekaa**

Interviewees from Bekaa emphasized on equity as a value, followed by solidarity and governance. The interviewees indicated that access to education and collaboration with NGOs, coupled with psychological support and awareness campaigns can lead to better understanding of social justice in the area. They also stressed that funding, development projects and training are essential to maintain the basic needs and to enable people access jobs, proper living and safety. The interviewees from different profiles stressed that the lack of solid infrastructure, lack of collective work and funding contribute directly to the absence of development opportunities in Bekaa and create violence and insecurity. They recommended that private and public sectors should collaborate on several levels to help in bringing development projects in major sectors; agriculture, healthcare, education and others. This would create job opportunities, empower women and minorities and decrease violence and insecurity.

## **South Lebanon**

Unlike other areas, the interviewees emphasized on governance as a value, followed by equity and solidarity. The interviewees stressed that the lack of laws, planning, funds along with the misuse of resources and taxes are major reasons for the absence of opportunities in the region. The corruption and the political conflicts between municipalities, added to the absence of funded projects and infrastructure lead to lower opportunities in the South region. The interviewees mentioned that there is a need to change the political and the sectarian mindset while spreading awareness among the youth. They stated that active partnership and collective work, as well as BOTs and restructuring of laws and regulations can guarantee better allocation of resources and can enhance production in several sectors.

## **Diaspora and Expats**

ten diaspora members and two expats were additionally interviewed. They expressed a strong value emphasis on equity, seconded by a focus on governance. For them, progress on social justice and these values, requires the deployment of tools primarily servicing management and technology development. On the challenges facing progress, participants cited access to opportunities, resources, and knowledge and broad governance and trust issues. Their recommended solutions vary from involving angel investors, and developing better impact models, to changing the constitution.

We find that the best way to engage the diaspora is by targeting key organizations that can disseminate across their members and mobilize them based on the needs of entrepreneurs.

## Community Challenges at the National and Governorate Level

The below expands on the general insights offered above, featuring deep analysis and insights offered from select interviewees who shared interesting and common perspectives of social justice on behalf of their communities. It also includes summaries of other points derived by other interviews.

For a Co-Founder of a contemporary dance space, the current condition of Social Justice is disastrous. The way she sees it, on a certain level, people have reached a stage where segregation is increasing and it's becoming very psychological. This is exacerbated by the economic and political upheavals, creating a lot of gaps in resources and creating many imbalances.

An elected member of the Tripoli Municipal Council sees that the current state of social justice is really bad. Even in the media, Tripoli is portrayed as a city that is divided socially; one section that is still enjoying life and the other half, which is more than half the city, can't eat or find medication, etc. People are not even able to afford a loaf of bread, but this social schism is really alarming. The salaries in LBP aren't realistic anymore, so much so that the municipality employees are no longer incentivised to show up at their jobs. He noted that before the revolution, 58% of the population were below the poverty line. "We're now approaching 80%."

That said, the swimming pools and chalets are swarmed with people, which further highlights this social schism. Also, there is a massive gender and age discrimination.

To an interior and object designer, the current condition of Social Justice is non-existent: high poverty, unemployment, lack of education or access to education. Even though poor people have been receiving support for decades, they are still experiencing social injustice. That's because many of the projects and funds are not executed with sustainability in mind. In his opinion, there is a massive divide in the society. There is no justice system in general. The fabric of society is crumbling and social classes are dying. Nepotism and *wasta* is crippling and doesn't lead to justice and equal access to resources and opportunities (fuel, electricity, internet, medicine, education, etc). "Justice as a concept doesn't exist in Lebanon." For him, we need to contextualize social justice to make it suit the local population. It cannot be or seem to be a foreign import, or something that is outdated. His view on the current condition of Social Justice is that entities and individuals that are active in promoting justice are unseen. A good example is Sanabel Al Nour; an association that takes care of orphans, the elderly and people with special needs. It has many charitable goals and everyone works on a volunteer basis. Yet, it's not that visible. So, the problem is not only exposure, but they don't properly define their strategies and make it visible and more tangible. No one mimics it and looks to improve it. There is a lot of justice, at the communal level, but it's not that visible.

From his education experience, an interviewed filmmaker sees that social justice is extremely lacking in terms of presence. Many people don't know their rights, they don't have access to them, or even the simple act of dreaming. Some students are from poorer areas and don't have access to many aspects and that prohibits them from growing to their full potential. Religion plays a major role in this. Obsolete cultural norms are also a hindering aspect for the student's growth and development. Nepotism is rife and doesn't allow most students to achieve their full potential because they feel defeated by this concept and culture. He believes that freedom of thought is the most crucial concept and pillar of social justice. Cultural norms prohibit them from doing so. Also, access to public transportation is important to achieve social justice, because it gives more access to opportunities to students, for example; equal access to entertainment, amenities, etc. Equal and FREE access to public education should be a right to everyone. Education will help individuals break their mental barriers and

grant them the freedom of thought, etc. That said, discipline is also important when having access to equal opportunities as well. Not having equal access to jobs means more children are forced to join the workforce, which is illegal in the first place (aside from summer jobs). But then again, this is what happens when laws are not implemented.

For an independent consultant, social justice is providing a minimum amount of dignified living for everyone. He sees that the current condition of Social Justice is a fiasco. There is a crime against humanity in Lebanon right now, with very limited access to proper healthcare, education, jobs, opportunities. In his work, he was exposed to the segments of society that were the most vulnerable. "On the other hand, I'm exposed to luxury travel seekers. I was able to see the schism in society through these prisms. I tried to bring this gap and awareness as much as possible. But right now, everyone seems to be in the same boat of despair. It's an overwhelming state of being.

According to a Research and Project Manager at a Lebanese research center, he cited studies carried out by the center: 18% of the youth think that they can't find a job after graduation without "Wasta", 66% of the youth think that they will never find a job after graduation. "The Lebanese youth are extremely depressed and the public sector is completely ignoring the consequences due to corruption, lack of planning and corrective actions and high self interest."

In Baalbek-Hermel, a former senior politician described the deprivation in the area as intentional: "Our biggest project here is the Assi {river} Dam and no one wanted it because it would have created development in Lebanon, not just the region. It would have been the most important dam in the Middle East. 20 km<sup>2</sup>, fish wealth, massive prospects for energy generation and tourism, positively affect the environment and change the perspective of people here and most importantly attract foreign investments." He added, "They didn't let it work. Why? There's a policy of keeping people in need here so they remain followers. When you are hungry, and thinking of how to feed your stomach and your children, then you will always be *following me* (تابع لالي). When you have sufficient economic self-sufficiency you start asking why. You don't work according to what others want."

A farmer from Baalbek-Hermel lamented: "In the past people used to get 7-8 kids, now if a wife is pregnant with her first child they wish she never gives birth!"

Speaking about the south of Lebanon, a university teacher criticized the centralization in Lebanon where southern cities are deprived of opportunities that might be available in other cities and ruled by a culture that hinders fast progress and development.

## Types of Social Justice to Pursue

The kind of social justice some believe in entails allowing people to think, dream, contribute and continue. Life is so much more than having to worry about how much fuel is left, or when the electricity is coming, etc. To live in a state where we're not humiliated on a daily basis.

For another interviewee, that kind of social justice we should be looking for is where the poor neighborhoods can have a larger access to jobs, cultural activities and entertainment to take place there via the municipality. This interviewee believes that cultural events can create social justice. As an example, when he contributed to

the organization of a neighborhood cultural event, it was done in the poorest neighborhood of his city. People attended, people who never visited these places interacted with the local inhabitants and shops, bought products, etc. This creates a new stream of income, social cohesion, etc.

The kind of social justice that one of the interviewee's is looking for is where there is equal access to proper education – the education system should be restructured, including the inclusion of learning the crafts in schools. This allows children to grow their creativity, open up their mindsets, open doors for them in terms of opportunities, etc. And in order to enhance social justice, he believes we should increase awareness on the matter.

According to a Lebanese activist and director of theatre and film, social justice could be achieved via a solid state that uses a just system to collect taxes and uses this revenue to create social justice. This could be further enhanced through a just taxing system that creates an equal distribution of wealth in the country, for the rich and the poor alike. The government needs to be strong enough to apply this kind of justice. It is obvious to him that the government should be the leader in this effort, through its policies and laws. Even for social entrepreneurs and the creative industries, eventually it's not sustainable for them if you don't have a just and functioning government. In terms of resources, he sees that there are existing legislations but they need to be enforced, which they are not. On a government level, the government agencies should have a vital role. NGOs can help, but they are not the final and sustainable solution. The state's institutions are the important resources that could and should make a positive and sustainable impact in social justice. National and private media should also be active participants as well through allocating certain and set slots on such matters. You can also strengthen the public media so that it could be as strong as something like BBC, making it the most viewed news in the country because it shouldn't be biased, in principle. The resources for this are available. Legislative and executive power are the key to ACTUAL change.

A consultant's perspective on what social justice is; what we should be looking for is split into two levels: starting at the communal level, people have to beat their own demons, and as a community beat our own demons as well (favoritism, nepotism, etc.). Social justice starts with a small group of people doing it, and then it spreads. In order to enhance social justice, he believes that we should start by redefining and identifying individual, communal and social identities. There is no cohesiveness that binds the community together. The different dividers (political, class, area, etc) it becomes so much harder to make something tangible and visible. For him, the main actors of social justice are the intellectual and political elite (new-age activists that aspire to take a role in community, or already have it: political, economical, religious, etc.). The current resources and opportunities that play a huge part in implementing social justice are, according to the interviewed consultant, the expats and diaspora expertise, the will of the people, and the new generation that is willing to try new things, away from the mainstream. The solution is not INGOs and local NGOs.

When it comes to identifying actors of social justice, one interviewee sees that religious men or men of religion have a devastating role in obliterating social justice. They don't invest in educating the population; they only focus on the shell of religion but don't bother practicing the essence of religion, which calls for social justice. The current government and legislation have a huge role to play, which unfortunately they are not fulfilling but they hold the key towards achieving social justice. Application of security and law is not equal, and this is not beneficial and leads to lack of confidence and pride in the city. In our legislation, we have a lot of social justice laws that are not applied. For him, the resources are there. Applying the existing laws and legislations should be a good start! Celebrities could play a major role in highlighting the importance of social justice and implementing it or pushing for its implementation.

In his opinion an interviewee said that, when trying to seek social justice, what we should do is address a big problem and small problem (not small in scale, but small in comparison). So it's a way of addressing urgent needs, i.e, small depositors, and then a more urgent need which is feeding the people at the bottom of the pyramid of priorities right now, as well as education. We can work on many things, but we need to start from somewhere. Education in Lebanon is our main asset, he reported.

According to the General Manager of a nature reserve in Lebanon, social justice is the balance between the person's needs and the environmental needs to ensure living in a better environment and a better income based on sustainability. Thus, the environment is protected for the upcoming generations. The target of the Global Network of the Biosphere Reserve is to have the balance between nature protection and nature's use.

According to a local NGO director, he said that the youth are our potential and Lebanon has strength in many sectors; healthcare, ICT, education and others and if we invest intensively in those sectors to turn the country towards a production stream then we can create income, job opportunities and downsize the quantity of Lebanese who are leaving the country. Of course, a well-structured tax system should be formed, updated agreements with countries to export to and a revision of the laws and regulations to go in line with modern economies where everyone can have access to equal opportunities.

## Enhancing Social Justice: Community-Suggested Solutions

An understanding of one's geographical and topographical assets and resources is key in creating better-targeted social enterprise solutions that benefit an entire community, hence achieving social justice.

In terms of what could be done to enhance social justice, one interviewee sees that we should believe in the work we are trying to do so that we can do the actual change we want to see. 'We need to shift mindsets. We don't need to teach people how to do a business, but we need to teach them HOW they approach their work, empower them and support their projects. We need to empower the main players in the country in the creative fields so that they can deliver the change they have the power to achieve.'

In order to achieve this vision of social justice, another interviewee indicates that we need to change the social mentality towards social justice, gender balance and social cohesion. We need to have more investment in projects, real estate, etc, especially in poor neighborhoods. He drew attention to the point that official and non-official entities should be empowering these neighborhoods. When it comes to jobs, something like the Saudisation initiative should be applied. The most important thing is to fix the social divide.

The interviewed designer views that the main actors of social justice are a combination of government, people, social enterprises, etc. All those actors should communicate with clarity between each other to achieve social justice. He also sees that the main resource we have at our disposal right now is international NGOs, as they are very important now and could be used to generate a greater impact.

One UNDP representative spoke about the inaccuracy of donor KPIs which, due to the unpredictable socioeconomic climate, become outdated by the time projects begin. She found that social injustice can be fought by strengthening social networks and by bringing people together. "Consequently, the risk of hunger is reduced and resilience reinforced." Analyzing the vulnerability index (index that takes into account health,





education, loss, disabilities, employability and social networks) is key to direct the focus and to address social injustices in an efficient way.

Founder & Creative Director of an accessories brand, began to train women in prison on handworks and weaving pieces of material into handbags, and what started as a passion project with 120 bags sold in a Dec 2000 local exhibition turned into a developed social enterprise producing more than 600 bags per year and supporting more than 65 vulnerable women and their households today.

She believes that social justice is achieved through empowering women to have equal rights to learn, to work, to be self-sufficient, independent, and protected from abuse.

## C. Summary of Findings

		Definitions	Community Trend	Organisational Trend
SE Indicators	Social Aims	<p><b>Community Trend Def:</b> Challenges that a community is willing to solve</p> <p><b>Organisational Trend Def:</b> Challenges that organisations are trying to overcome in their practices</p>	<ul style="list-style-type: none"> <li>- Access to electricity and water</li> <li>- Protection of the environment</li> <li>- Stronger support for the sector of Agriculture</li> <li>- Waste Management</li> <li>- Public Transportation</li> <li>- Food Security</li> <li>- Access to fuel</li> <li>- Access to Jobs</li> <li>- Art, cultural activities and entertainment</li> <li>- Equal access to proper education</li> <li>- Social cohesion</li> <li>- Limited Community mind for change</li> <li>- Gender Equality</li> <li>- Public health and disabilities</li> <li>- Freedom of thought</li> <li>- Tourism</li> <li>- Access to proper infrastructure and technology (internet)</li> </ul>	<ul style="list-style-type: none"> <li>- Gender equality</li> <li>- Freedom of thought</li> <li>- Women empowerment</li> <li>- Development and capacity building</li> <li>- Creating job opportunities</li> </ul>
	Horizontal Governance	<p><b>Community Trend Def:</b> How the community sees horizontal governance issues, for example:</p> <ul style="list-style-type: none"> <li>- Democratic participation</li> <li>- Community engagement</li> <li>- Sense of belonging</li> <li>- Volunteering</li> </ul> <p><b>Organisational Trend Def:</b> How the organization views governance on internal level</p>	<ul style="list-style-type: none"> <li>- <i>Very often interviewees claim the responsibility of a decent governance model and standard of living falls under the state, social enterprises and community members. There must be a democratic participation of diverse actors to ensure social justice. Communities are equally held responsible as the state and social enterprises for the wellbeing of the people. This shows a strong sense of belonging and responsibility of interviewed community members towards their society.</i></li> <li>- <i>Volunteering is deemed important by interviewees however volunteering entities or groups often lack proper strategies and exposure, which makes it unsustainable. On the other hand, centralization in governance has been criticised for causing disparities amongst cities and villages and hindering development.</i></li> </ul>	<ul style="list-style-type: none"> <li>- <i>Democratic governance while accepting opinion and criticism</i></li> <li>- <i>Ensuring full rights of employees</i></li> <li>- <i>Empowering women and ensuring that they run managerial positions</i></li> <li>- <i>Creating a comfortable environment where the staff can develop sense of loyalty</i></li> <li>- <i>Support staff in their hard times</i></li> <li>- <i>Recognize the hard work and innovation of employees</i></li> </ul>

	<p><b>People over Profits</b></p>	<p><b>Community Trend Def:</b> How the community sees an adequate ratio of reinvestment to show prevalence of people/ labor over profit as a driver of a non-selfish organisation.</p> <p><b>Organisational Trend Def:</b> Organizations are expected to illustrate that part of their profit goes out to serve the society and the community</p>	<p><i>As expressed in interviews, the concept of "People over Profits" seems to already exist in Lebanese communities, especially within volunteering circles and the NGO community. However, it very often lacks adequate strategies forward and thus fails in achieving social justice. To make such initiatives more sustainable and successful, strategizing is important, so is high exposure (media).</i></p>	<p><i>Organizations that are profit oriented are expected to recognize and reward the efforts of their employees and they should participate in ensuring the well-being of the society by allocating part of their profits for community projects.</i></p>
	<p><b>Principles of Interest</b></p>	<p><b>Community Trend Def:</b> Which are the issues the community sees as to be solved by the market, that by the State or public authorities and that by the own community or group of citizens.</p> <p><b>Organisational Trend Def:</b> <b>Issues that should be addressed and solved by the public authorities to smoothen the daily activities of the organizations</b></p>	<p><i>Issues to be resolved by the state:</i></p> <ol style="list-style-type: none"> <li>1. Law enforcement &amp; Equality in the application of the law</li> <li>2. Child labor</li> <li>3. Tax collection</li> <li>4. Public goods and services</li> <li>5. Protection of the environment</li> <li>6. Access to decent Jobs</li> </ol> <p><i>Issues to be resolved by the community:</i></p> <ol style="list-style-type: none"> <li>1. Social Cohesion</li> <li>2. Corruption at the community level such as nepotism and favoritism</li> <li>3. Preserving community identity and heritage</li> <li>4. Abuse of religion</li> <li>5. Protection of the environment</li> <li>6. Shift in limited community mindset, very possibly through the creative industry</li> </ol> <p><i>Issues to be resolved by the market:</i></p> <ol style="list-style-type: none"> <li>1. Technological advancement and innovation</li> <li>2. Job creation, investments and flow of money into the country</li> <li>3. Provision of goods and services needed by communities</li> </ol>	<p><i>The laws that govern the registration of different types of organizations are required to be established as indicated by several interviewees. Several businesses are unable to register or perform the financial activities easily due to lack of administrative and legislative support. Thus there should be an update for the laws, regulations, taxes, administrative requirements and partnership agreements to enable organizations to excel without any complications.</i></p>

	<p><b>Prevalent Resources</b></p>	<p><b>Community Trend Def:</b> How the community sees as the best way to mix public money, volunteering, donations on one side and sales on the other.</p> <p><b>Organisational Trend Def: Collaboration between private and public sectors is deemed necessary to better utilize resources</b></p>	<ul style="list-style-type: none"> <li>- <i>Interviewed community experts expressed a clear weakness and inequality in the tax collection system in Lebanon which has resulted in low public income, high reliance on conditioned donations and thus weak provision of public services. They believe this weakness in public money should be improved and reliance on donations should be limited.</i></li> <li>- <i>Donations on the other hand are viewed as helpful yet unsustainable, sometimes causing disparities between communities benefiting from donations and those not.</i></li> </ul>	<p><i>Some interviewees indicated that the collaboration between the private sector and the public sector can bring more development opportunities and can help in better allocating and using resources. Partnerships (PPPs) and BOTs are recommended on several levels and in many sectors.</i></p>
<p><b>SE<sup>PLUS</sup> Indicators</b></p>	<p><b>Shared Value (only)</b></p>	<p><b>Community Trend Def:</b> How the community sees Companies and if they believe that present and future economic actors should seek the creation of shared value.</p> <p><b>Organisational Trend Def:</b> how organizations view collaboration for the well-being of the society and the economy</p>	<p><i>There were multiple mentions of the importance of entrepreneurs, especially social entrepreneurs, in collaborating with different stakeholders for the advancement of country progress and development within Lebanese society. The public and private sectors are both seen by interviewees as two complementary sides of the same coin, with mutual responsibilities and shared values to offer society.</i></p>	<p><i>The directors or managers of many companies and organizations stressed the importance of collaboration and sharing common social goals that can lead to better conditions for employees and customers in the country. Collaborations can be made on private level or between both private and public sectors.</i></p>

	<p><b>Impact investment/ Economy</b></p>	<p><b>Community Trend Def:</b> How the community sees Companies and if they believe that present and future economic actors should include specific social/ environmental goals as a core element of their economic action. Also, if they think these can always be measured and if such measurement can be achieved by all (big and small companies).</p> <p><b>Organisational Trend Def:</b> How companies and organizations view the economic, environmental and social concerns and what plans are to be made to ensure a healthy future</p>	<p><i>Lots of focus was expressed in interviews on the social aspects of entrepreneurship in Lebanon, including environmental issues. Such aspects and issues include nature preservation, environmental and cultural heritage, reduced pollution through proper waste management, as well as social justice in general. There was no mention of measurement.</i></p>	<p><i>Environmental concerns, social health, poverty, access to basic needs, employment and women empowerment were among many other major concerns expressed by several managers and entrepreneurs, as well as by directors of several organizations. Such concerns and challenges need real and solid actions to enhance and maintain social justice and according to many, all this can be established with strong governance and collaborations.</i></p>
	<p><b>Sharing Under-utilised assets (only)</b></p>	<p><b>Community Trend Def:</b> How the Community sees these initiatives and if such initiatives should also be pursuing specific social goals and have a horizontal governance which involves the Community. Also if they should have a certain degree of limited profitability. We should try to understand if there are any cultural or historical reasons to not use them for commercial activities (or if these barriers do not exist if the initiatives are socially oriented).</p> <p><b>Organisational Trend Def:</b> How the private and public sectors view the collaborative initiatives as a solution to overcome challenges and as a source for profitability and revenue generations</p>	<p><i>Interestingly, when it comes to achieving social goals such as combating corruption, social cohesion, horizontal governance. . . interviewees placed lots of responsibilities on community members, including themselves, alongside the State. Community participation in governance emerged as an important aspect. Interviewees also focused on the importance of achieving equality in the distribution of wealth among community members and thus achieving social justice for all.</i></p>	<p><i>Several interviewees indicated that collaborative initiatives can help access resources, benefit from best practices, and generate innovative ways to create new products and services and hence increase revenues and profitability.</i></p>

## X. Risks and Mitigation Measures

<b>Risk</b>	<b>Mitigation Plan</b>	<b>Risk Level (Low, Medium, High)</b>
Economic Risks; inflation, currency devaluation, and others	Experts and Coaches are available to advise the initiatives on how to handle such issues.	High
Security and Political Risks	Security and Safety of the participants will be granted by a daily monitoring of the situation and a just in time implementation strategy.	Medium
Administrative public complications	Local administration will be engaged when needed from the very beginning in the implementation phase and the relation will be curated with the help of COSV and local stakeholders throughout all the time of implementation to not leave the sub-grantee alone. A lawyer will be hired.	Medium
Full dependence of a partner on other partners in terms of production and planning	The role and the responsibilities of each partner are clarified in the contract and they are legally binding	Medium
Managerial Conflict between partners	Recurrent meetings will be set in place in order to mitigate potential conflicts before they happen. Potential partners are going to participate to a pre-incubation program.	Medium
Conflicts between the collaborative initiative and the coaches	Coaches are expected to provide advice and not to enforce opinion, thus any possible conflict will be controlled by COSV team	Low
Miss-use of the allocated funds	COSV monitoring team will follow up on how the funds are used and where are they being spent	Low
Need for specific expertise	Technical and legal experts will be available to respond to the needs of the initiatives	Low
Quitting partner	A sub-grant contract with specific condition will be designed in order to provide a specific solution to any potential scenario.	Low



SEE Change

SOCIAL AND SOLIDARITY ECONOMY IN LEBANON  
FEASIBILITY STUDY

## CHAPTER VII

# CONCLUSIONS: ENHANCING SOCIAL JUSTICE WITH A COLLABORATIVE ECONOMY



## VII. Conclusion: Enhancing Social Justice with a Collaborative Economy

International institutions, political decision-makers, enterprises, civil society, and citizens are all recognizing social entrepreneurship as a driver for change. Beyond statistics and available literature in the field, a thorough understanding of the context in which social entrepreneurship arose, as well as the main hurdles and circumstances for its spread, is required to aid its growth. There is not one common definition that is understood, but rather an understanding that enterprise needs to address current issues and societal, infrastructural, economic, and political gaps. In order to understand and explain social entrepreneurship's contribution to ecological, economic, and social transformations, as well as the additional value it provides, the evaluation of its social impact must be strengthened. Acknowledgement within legislative structures, as well as presented definitions could aid in enhancing its understanding and in its adoption within the collaboration between industries. Initiatives like "SEE CHANGE" are helping to reveal the potential of social entrepreneurship in Lebanon as a lever for more inclusive and sustainable growth.

A trend visible in the study conducted reflected that collaboration between various stakeholders, such as between public and private sectors helped address gaps more strategically and sustainably. Collaboration between citizens, or between institutions and their direct beneficiaries offered more accountability and transparency overall. Collaborative frameworks can be further explored as amplifiers and agents of social entrepreneurship.

While each partner of "SEE CHANGE" handles part of the project and focuses on a specific model/aspect of social entrepreneurship, COSV targets the social justice aspect and pilots twenty new collaborative initiatives under "The Social Justice Incubation Program". The incubation program was designed based on the outcomes of the feasibility study (field research analysis) where the major common challenges and solutions are provided by the interviewees in the below table:

Major Common Challenges
Mindset; either politically oriented or consumption driven.
Lack of funds to support existing businesses and create new ones.
Economic and financial crisis that hinder the development potentials in the country.
Weak governance that leads to insecurity and instability.
Outdated or absent laws that are needed to facilitate the administrative work of the businesses.
Major Common Recommended Solutions
Provide funding for existing businesses and Entrepreneurs to expand and sustain or to start their businesses.
Educate everyone and spread awareness about social justice to change the mindset of the people from being followers to becoming free, and from being heavy consumers to become producers.
Push for collaborations among and between different sectors to better utilize resources and to create job opportunities.
Initiate capacity building and training programs in different fields to promote entrepreneurship, empower women and enhance social justice.



The Social Justice Incubation Program was co-designed by the COSV team, partners, and field researchers based on the information obtained and assessments made, as well as on the challenges and the recommended solutions by the interviewees. The program focuses on collaborative initiatives, where each successful initiative that receives funds and technical support must include at least two partners from the same or distinct categories. For example, two NGOs could work together on a project, or an NGO and a municipality could work together on another project. On April 29, the selection of the successful collaborative initiatives was made, and 21 projects were chosen.

The collaborative model was designed for the following major reasons:

- 1- Pilot the level of collaboration across businesses, organizations, and government agencies. A successful collaboration will result in a long-term social business model that will develop innovative ideas, create jobs, empower women, and enhance social justice.
- 2- Collaborative initiatives require responsible corporate governance structure. They can shift mindsets from hoarding value toward cooperatively growing value; create additional value that can be shared among stakeholders. This will enhance the concept of social justice by stressing on cooperation and on the common values.
- 3- Collaborative initiatives will allow the partners to combine their expertise, knowledge, and members' abilities in order to ensure the project's success. They will be able to share resources, such as machinery, equipment, capital and market contracts. Thus, competitive advantage can be maintained by raising the price of products/services and by lowering the cost of production. On the other hand, collaborations will allow experimenting new approaches to business where corrections can be easier and faster and best practices can be spotted as well.
- 4- Collaborative initiatives will grant opportunities to concentrate on long-term competitiveness and sustainability rather than short-term costs or gains. The partners can target different market segments, locate potential markets to export to and can create job opportunities during the tough times that the country is passing through. Collaborations can create opportunities for members of the value chain business model to reach goals which they would be unable to reach on their own.
- 5- Allocating resources efficiently, particularly grants. Collaboration between two or more businesses/ organizations increases the likelihood of commitment to the project and ensures its continuation in the event that one of the partners decides to leave or defaults.
- 6- Collaborations require some type of social trade, as social behavior is the consequence of an exchange process, according to the social exchange theory. The goal of this trade is to maximize benefits while lowering costs. Collaborations between businesses and organizations from various geographical areas will result in a social interchange of practices, behaviors, and norms, allowing all stakeholders to engage in reforming processes and enhancing innovation.
- 7- Collaboration initiatives foster a higher risk management culture, which aids partners in identifying threats, overcoming obstacles, increasing the likelihood of achieving goals, lowering employee turnover, engaging employees, fostering proactivity, and improving the company's social and economic adjustment.

8- The successful collaborative initiatives will meet with all other initiatives every month in a new city across Lebanon, which is one of the primary components of the Social Justice incubation program. The COSV team will also invite locals to meet with the initiatives in an effort to raise awareness about the collaborative model and to give the initiatives the opportunity to discover new partners and to help enhance the value chain and sustain their business in the long run.

The collaborative initiatives are expected to contribute to their communities and to the nation. It is worth shedding light on the commons, or natural resources, such as grazing land, fishing places, timber forests, and water for agriculture irrigation, as well as more intangible resources, such as knowledge, for which it is extremely costly to regulate and fence in "user" consumption. The issue with these types of resources is that they are over-exploited, or at the very least, users disregard their care and sustainability. The reason for this is that people act opportunistically, as free-riders, and perceive the resource they are using as a free resource because they have little chance of being excluded, thus they maximize their private gains while neglecting the costs. It is also worth mentioning the solution proposed by Elinor Ostrom, the Nobel Prize Economist (2009), who showed how, within communities, non-market rules and institutions that are not the result of public planning may arise from the bottom up to provide a sustainable, shared management of resources that is also economically efficient.

According to her the primary criterion for the institutional foundation of these mechanisms' success is legal clarity; Who can do what? What is there not to do? Who is held accountable? And how? The rules must be shared by the community in addition to being clear. As a result, establishing communal and democratic decision-making procedures capable of involving all resource users is an important part of self-government.

The Social Justice Incubation Program is designed as previously mentioned, to enforce collaboration and collective action while bringing diverse players in the community to collaborate for long-term goals, and to produce solutions for several problems in our community. Their collaborations for example on recycling, producing natural products, or enhancing eco-tourism in rural areas will ensure that the interaction of the partners provide foundations for innovation, better use of resources, and lower dependence on funds. On the other hand the successful results of the selected initiatives will provide us with practical examples of how successful internal communication processes and collaboration practices are to be reflected to set rules and policies on institutional and community levels.

The coming sixteen months of incubation where the successful collaborative initiatives will receive the financial and technical support will be monitored closely to evaluate their performance on several levels. The information resulting from the coaches/experts and the interaction between all other collaborative initiatives and the invited locals in several cities of Lebanon during the open day of each month will provide them with opportunities to communicate, find other partners and strengthen the value chain.

This will build up the ground for developing policy papers on how each social enterprise model, be it community enterprises, NGOs in transition, PPPs or School enterprises, can successfully achieve the goals of their collaborations to benefit the partners and the community, as well as on how the selected four social enterprise models can interact altogether for the well-being of the community and the nation. The Social Justice Incubation Program that fosters collaboration intends to enhance social justice as a system of practices, values and interrelations among and between all players in the community and not only as a set of rules and laws that can enforce it without changing the mindset and the culture of people in their communities.

In addition to the policy papers, an index will be developed to measure the level of impact of those collaborative initiatives on several aspects; humanitarian, social and added value.

The table below provides a summary evaluation of what was accomplished so far under a criteria that assesses the outcomes in terms of efficiency, effectiveness, relevance, impact and sustainability.

Criterion	Objectives					
	Feasibility Study	Incubation Program Design	Collaborative Initiatives	Technical Support and Grants	Production and Employment	Policy
<b>Efficiency:</b> Ability to accomplish the tasks within the planned time frame and the specified budget	Green	Green	Green	Light Green	Green	Light Red
<b>Effectiveness:</b> Ability to design the study and the program and to receive proposals	Green	Green	Green	Grey	Grey	Grey
<b>Relevance:</b> Ability to select the initiatives in different areas of Lebanon	Grey	Grey	Green	Grey	Green	Grey
<b>Impact:</b> The degree of which awareness and collaborations are generated	Green	Green	Green	Grey	Grey	Grey
<b>Sustainability:</b> The degree of which the collaborative initiatives sustain and can create good-practices for policy creation	Grey	Grey	Light Red	Light Green	Light Red	Light Red

**Green: Successfully accomplished**  
**Light Green: In Progress**  
**Light Red: Cannot be assessed now**  
**Grey: Not relevant**



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SOCIAL AND SOLIDARITY ECONOMY IN LEBANON  
FEASIBILITY STUDY

## ANNEXES



## ANNEX 1: Research Tool – Interview Questions Per Sub-program

### Primary Overarching Research Questions

1. Roots of social justice: What is the current condition of social justice? Who are the relevant actors in it?
2. What are the main risks and problems? What are the main resources?
3. Entry points and opportunities: who are the actors that are working towards a social impact and contributing positively to social justice?
4. Towards implementation: What are the alternatives? How to go towards implementation? Where is best to invest in the project resources for the best pilot?
5. About Social Justice (examples, narratives, case studies):
  - a. What is the current condition of Social Justice?
  - b. What social justice are we looking for?
  - c. What elements in social justice are we looking for?
  - d. What could be done to enhance social justice?

*Examples of social justice issues: helping someone to get a job, mental health, help elderly, qualify youth, open opportunities, accessibility to housing etc. So it is important when asking such questions to specify what the question is about rather than using the term Social Justice itself. Specific questions based on the available knowledge help describing the social justice in details.*

6. About Actors (examples, narratives, case studies):
  - a. Who are the relevant Actors?
  - b. What are the main stakeholders?
  - c. Why are they relevant?
  - d. How did they emerge?
  - e. How do they influence social justice?

*Formal: (Categorize as: local authorities, thematic expert, practitioners, NGOs, intermediary organizations, donors, community initiatives, diaspora, already existing SEs). Informal: (tribal, families, non-registered initiatives, ethnic/sectarian, etc.) Keeping in mind that a single actor wears often several hats. Actors and entities could be seen as resources or opportunities as well as risks and problems, which are in the following two sections. But the aim of this section is to find all relevant actors, including the good actors, or the bad ones).*

7. About Risks and Problems (examples, narratives, case studies):
  - a. What are the Risks/Problems?
  - b. Unwanted conditions: description of the problem and its relation to other problems.
  - c. How does this problem impact social justice?
  - d. Spoilers and unwanted actors: Who are the actors involved in such a problem?

*Examples: manipulation on resources, fluctuation, lack of cooperation from public authorities, negative role of informal powers, lack of regulations, implementation of regulations). This section is supposed to explain how a problem works in a descriptive way. It is necessary to delve into details and to the procedural and technical levels when necessary to describe the dynamics in depth, and not to be satisfied by answers such as: because of corruption, but rather understand who, and what is specifically meant, by examples.*

8. About Resources and Opportunities (examples, narratives, case studies):
  - a. • What are the main Resources / assets?
  - b. • What intangible resources are there?
  - c. • Which assets and intangible resources are underutilized?
  - d. • Where is there manipulation on resources?
  - e. • Which actors best utilize assets and intangible resources?

*Assets: public spaces, funds etc. Intangible Resources: community models, laws, informal relations etc. A specific condition / a dynamic that is already working, but needs support to increase its impact, or a community resource that is being invested in and a community initiative that needs support to invest in. These could be projects, entities, initiatives. It could be a public institution (including municipalities) that does something positive towards social justice, etc. The aim is to find the best pilot which could be sustainable for the project to invest in.*

## Questions related to the 4 sub-programs of the Social Justice Incubation

### **Community Enterprise**

1. What do you think is the main challenge/pain point faced by your community?  
(What is the biggest challenge that is not allowing you to move forward as a community and why?)
2. Is there anyone/any entity working to provide solutions targeting it? Who?  
(What type of institution is working on it? gov/private/group/NGO/international/etc.)
3. Was there at any point a major challenge/need that was tackled and solved?  
Give us an example please.
4. Who worked on it?
5. Were they totally successful?
6. What would you have improved?
7. What do you think is a successful project for you? How do you describe success in your community?
8. What are the spaces that you know that aren't utilized in your area?  
(dead spaces, under-utilized areas)
9. If you can choose a space in your area that you can fix - What would it be and why?
10. What would you want to turn it into?
11. Who owns these spaces? and who manages them?
12. Are all of them functional? If not, can you give us some examples?
13. Who/what are the most important actors/initiatives working to provide a specific service to the community?
14. How do you take decisions when it comes to the initiative you're part of/running?
15. Who/which entity do you consider the most powerful in terms of decision making, especially when it comes to initiatives that work on improving your community?
16. As a community enterprise, what are you working on? What is your entity's objective?
17. What is your long term plan and vision?
18. Who/what inspired you to start doing what you're doing?
19. What is the problem that you really can solve with the resources you have?

### **NGOs in Transition [also called ENTREPRENEURIAL NON-PROFIT]**

1. How do you perceive the contribution of NGOs to social justice? Are the NGOs in Lebanon impactful? Can you name a couple of NGOs who you believe are impactful? Can you name other organizations

- that address the same problem you are trying to solve?
2. Beyond direct or short-term impact, do you perceive NGOs as contributors to the socio-economic development of the country?
  3. How would you define financial sustainability for NGOs? (Funding model, philosophy, etc)
  4. When considering sustainable and financially independent models, how do you think NGOs can not compromise impact and core values while building the economic models? What key values should govern this transition?
  5. In considering business models for sustainability, should NGOs -ideally - aim for a total transition to a social enterprise or a blended model and Why? What challenges do you perceive? What legal frameworks are you considering?
  6. What opportunities or untapped potential do you perceive within the scope of NGOs/your organization - in terms of achieving more impact and sustainability - that haven't been explored yet?
  7. What do you think would need to change in your internal management system to make the transition to a sustainable model? and do you have the capacity to navigate this change? What would change in your role?
  8. Which other local or global NGOs/Social enterprises have - in your opinion - a successful model? How would you define the success of the model, what are the key criteria?
  9. Which part(s) of your current activities/programs do you consider to be your core expertise? Have you considered productizing it?
  10. How can you scale your impact without scaling your organization/operations? Have you had any attempts at doing that?
  11. What are the strategies to make the transition?

### **Public-Private Partnerships (PPP)**

1. What are the social goals of your business?
2. What are the economic goals of your business?
3. What role do you think you can have in achieving social justice?
4. What are the key needs to develop your business?
5. What are the available opportunities to develop your business?
6. How can your business meet the social needs of the local community? Can you provide past examples?
7. What is your definition of social enterprises?
8. What is your definition of Private-Public Partnership?
9. What are the best pathways to creating liaison and coordination to the public sector?
10. What are the best buy-ins needed to create public-private partnerships?
11. What start-ups modality fits best to establish PPPs? (for ex. Financial start-up?)
12. What are the measures that protect your PPP against political fluctuations?
13. What are the actions that protect your PPP against political fluctuations?
14. What is the best legal framework to adopt for social enterprises knowing that such a framework doesn't exist in the Lebanese laws and regulations?
15. What is the best financial framework to adopt for social enterprises knowing that such a framework doesn't exist in the Lebanese laws and regulations?
16. Why do you want to establish a public-private partnership similar to a social enterprise ...?

## Annex 2: DATABASE OF COMMUNITY ENTERPRISES

NAME PROJECT	REGION	TOPICS
<b>AGRICULTURE &amp; FOOD</b>		
<b>Bozorona Jozorona</b>	Bekaa	Agriculture
<b>The Green Van</b>	South	Agriculture
<b>PermaVert</b>	Bekaa	Agriculture
<b>Badaro Urban Farmers</b>	Beirut	Agriculture - food
<b>Baalback community farm</b>	Beirut	Agriculture - food
<b>Nation Station</b>	Beirut	Agriculture - food - health
<b>Nohyee Al Ard</b>	Saida	Agriculture – Education
<b>GRObeirut</b>	Beirut	Agriculture
<b>ARCHITECTURE</b>		
<b>The Other Dada</b>	Beirut	Architecture
<b>ART &amp; CAPACITY BUILDING</b>		
<b>Wasel Laban</b>	Beirut	Art - capacity building
<b>WASTE MANAGEMENT/CIRCULAR ECONOMY</b>		
<b>FabricAid</b>	Beirut	Circular economy - waste management
<b>Green Track</b>	North	Sorting at source - waste management
<b>Froz</b>	Beirut	waste management - circular economy
<b>Anbar Concept</b>	North	Fashion
<b>EDUCATION</b>		
<b>Bildits</b>	Mount Lebanon	Education
<b>Inspiration Garden</b>	North	Education
<b>ehki MENA</b>	Mount Lebanon	Education
<b>DIVERSE</b>		
<b>Sikka Saida</b>	South	entrepreneur community



<b>Lebanon Law Review</b>	Mount Lebanon	democracy, corruption
<b>CHREEK</b>	Mount Lebanon	Environment, healthcare, livelihood woman and youth empowerment.
<b>The Volunteer Circle</b>	Beirut	Volunteering
<b>Agonist Coffee Shop</b>	Mount Lebanon	Social inclusion - equal opportunities
<b>FOOD</b>		
<b>Akleh Kitchen</b>	Beirut	Food - heritage
<b>Namlieh</b>	Beirut	Food
<b>Souk Al Tayyeb</b>	Beirut	Food
<b>Reef Catering</b>	Mount Lebanon	food, women empowerment
<b>HEALTH</b>		
<b>Dawrati</b>	Beirut	Gender equality - period poverty
<b>Donner Sang Compter</b>	Mount Lebanon	Health
<b>Find A Nurse</b>	Beirut	Health

## Annex 3: Database of potential NGOs in Transition to Support and/or Learn From

Entity	Selection Factor	Description
The Volunteer Circle	Crowdsourcing, Volunteering, & Community	The Volunteer Circle - a social venture that designed a skill-matching platform - has, up until now, facilitated 2,000 matches serving 180 organizations, positioning itself as a median between NGOs and volunteers. Based on a freemium model, companies, schools, and universities subscribe to track their impact and personalize the platform features based on the sectors they want to support.
Live Love Recycle X Green Track	Collaboration Model	Live Love Recycle developed a mobile application where residents in the city can order on-demand pick-ups for their recyclables. Recently, they launched a collaboration with Green Track – an organization aiming to solve the waste crisis in Lebanon through sorting at source and recycling projects led by the community and especially women. A commended collaboration for one of the most critical issues of the community.
Fayhaa Choir	Strong, high-quality and well-scoped Offering	Fayha Choir conducted by Maestro Barkev Taslakian, was established in 2003 in Tripoli, North Lebanon. In 2016, the choir established its second branch in Beirut, and in Baakline in 2018. Fayha Choir is internationally recognized as a standard for Arabic Acapella singing. geographical differences. They perform locally and globally.
LOST	Experience in Designing & Running Income-Generating Model	LOST have been piloting several for-profit arms and sustainable models namely: a community farm, two restaurants, a sewing factory, and a Milk production facility They have a 3-year plan with social enterprises. After 6 months, it should become self-supporting.
Creative Space Beirut	Successful Trade-off Model	Creative Space Beirut built a tuition-free school for fashion design. Graduates, alumni, and collaborating designers work together on a private Label – CSB – that operates as a for-profit fashion brand and is at the core of the sustainability model of the NGO.

Peace of Art	Diversifying Revenues	By using Art as a tool to support and empower youth, Peace of Art organization aims to improve the communities they work with and contribute to building peace. They have several streams of revenue: Donations, local and regional events performed by the music band, subscriptions from members, as well as paid classes.
B.O.T	Successful Lock-Step Model	B.O.T is the first socially responsible outsourcing platform in the MENA Region that provides quality assured data services executed by a managed workforce of Freelancers from low-income communities.
NAWA Association	Crowdfunding from Diaspora, Governance Model	NAWA has an interesting governance model: "Committees work independently and form partnerships with independent NGOs sometimes." It is self-funded mainly by the president, subscriptions from local members, as well as Lebanese diaspora in Kuwait who support them with funds and in-kind donations
L'Écoute	Substantial Field Experience, Self-Financing Initiatives	L'Écoute NGO was launched in 1990 by a group of volunteers attending to the needs of disabled people (namely the hearing-impaired), they became an official organization in 1999. L'Écoute created L'Écoute Recycling in order to self-finance the NGO's social projects while educating people at large on ecological issues.
Creadel	Collaboration, Piloting sustainable project	Established in 1998, Creadel works mainly on Women's protection & Empowerment in Baalbek. Currently, they are developing a productive village for ladies that needs land from the municipality in Jdaydet El Fekkeh. They have already forested a land and are working with LOST to see if it can create agricultural produce.
GVC LED Project	Solutions for Agriculture Value Chain	Jean-Paul II project will be working on fruits and vegetables value chains as well as promoting participation in cooperatives. They recently opened the Kaa' cooperative and registered legally. They are developing a mapping of farmers and building several partnerships.
Baddawi Coworking Space X Quad Digital Media	Continuity of Impact	Baddawi Coworking Space help youth in Baddawi to start their entrepreneurial journeys by providing facilities, awareness, like-minded community, and business opportunities. They often run programs in partnership with their sister organization Quad Digital Media. Most relevant is their technical training on several media disciplines with the possibility of offering freelance or longer-term income opportunities for trainees.



**Thanks for your kind attention.**

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هو استكمال مشروع بدائل وغيرها من المشاريع الممولة من الصندوق الائتماني الأوروبي مدد لدعم المشاريع الريادية.

