

## IMPACT 4 POLICY SERIES

# Evolving Social Justice through Solidarity Economy

Analysis of New Emerging Models of  
Social Entrepreneurship in Lebanon

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# The Programme

## THE PROGRAMME

**This paper is one of four policy papers developed as part of the Impact for Policies Methodology (I4P) by the COSV Social Economy Unit. It is an integral component of the Social Justice Incubation Programme (SJIP), which is part of the SEE Change (Social Enterprise Ecosystem Change) project, co-funded by the European Union and implemented in Lebanon by Oxfam, COSV, and the Beyond group.**

The Social Justice Incubation Program SJIP represents a pioneering incubation and acceleration initiative specifically crafted for Social Enterprise (SE) organizations. Grounded in the principles of codesign and a collaborative economy, SJIP is uniquely tailored to bolster SE ecosystems within emerging economies. Its mission extends to uncovering and amplifying the diversity of these ecosystems, going beyond the insights provided by official reports and research. Through its comprehensive support, SJIP seeks to empower SE organizations to realize their full potential and make a significant impact in their communities.

Within the framework of SEE Change, the Social Justice Incubation Program has provided support to 20 initiatives, split into four sub-programs:

- (i) School enterprises, focused on co-production between public vocational technical institutes (VTI) and Small and Medium Enterprises (SMEs).
- (ii) Community enterprises, targeting multi-actor co-production involving citizens, social enterprises, SMEs, and municipalities to revitalise rural and urban areas.
- (iii) NGOs in transition, designed to assist not-forprofit organisations in their transition to a more entrepreneurial model.
- (iv) Public-private partnership programs, aimed at fostering partnerships between social enterprises and public authorities in the management of community-based services and the utilisation of underutilised public assets.

# THE SJIP FOUR PHASES

The Social Justice Incubation Program (SJIP) is structured into four distinct phases designed to foster growth, collaboration, and systemic change within the social and solidarity economy (SSE):

## 01

### **Understanding the context:**

This phase involves conducting a feasibility study on social and solidarity economy (SSE), aligned with the incubation objectives and international SSE standards.

## 02

### **Nurturing the Collaboration mindset**

In this phase, co-design sessions aim to facilitate collaboration among potential beneficiaries and define the details for implementing seed funds through a sub-grant scheme.

## 03

### **Growing Fast**

During this phase, selected initiatives receive grants ranging from \$20,000 to \$50,000 USD, along with technical assistance for implementing their social and solidarity actions. The incubation programme also envisions the establishment of a peer-support community through informal monthly meetings with stakeholders across Lebanon (SEE UP events).

## 04

### **Growing Well**

In this phase, grant beneficiaries actively contribute to the identification of policy recommendations (Impact4policy). Supported SE initiatives engage in various ways to co-produce policy recommendations for sector-related system change, including exposure to regional peer exchange.



# Abstract

## ABSTRACT

This policy paper offers an in-depth analysis of new models of social enterprises (SEs) emerging in Lebanon and incubated by the Social Justice Incubation Program (SJIP) under the SEE Change project. By leveraging the theoretical framework of the first International Comparative Social Enterprise Models — specifically the Institutional Trajectories and Resulting SE Models by Defourny and Nyssens (2016) — the paper explores the transitional role that these incubated SEs play within the Lebanese context. It investigates how these new models have emerged, adapting to, and enriching the local social enterprise landscape with diverse types and cultures of initiatives. This policy paper examines the 20 incubated initiatives, outlining their primary activities and it emphasizes the crucial need to acknowledge the diversity and cultural nuances of social enterprises (SEs) operating in countries without specific policies for SEs, like Lebanon. It highlights a significant gap in the existing research and policy planning frameworks, which is essential for effectively nurturing and scaling these enterprises in line with their diverse characteristics and unique cultural implications. This gap highlights the necessity for policies that recognize the various typologies, missions, and entrepreneurial cultures of SEs, which are pivotal in driving economic transformation and advocating for social justice.

The paper delves into the role of SEs in economic transformation and the pursuit of social justice, illustrating how these entities contribute to creating equitable and sustainable economies in different sectors: culture, education, agriculture, tourism, governance, waste management, artisan, circular economy. It discusses the potential of SEs to address social, economic, and environmental challenges through innovative solutions that are deeply embedded in local cultures and needs. By addressing the variability in the impact and approach of SEs according to their mission and the culture of entrepreneurship, the paper emphasizes the importance of adapting policy and support mechanisms to these diverse operational strategies. It concludes with targeted policy recommendations designed to bridge the identified gaps. These recommendations advocate for the development of inclusive policy frameworks, research methodologies capable of capturing the nuanced impacts of SEs, and support mechanisms adaptable to the varied needs of these enterprises. The policy paper underscores the critical role of social economy initiatives in shaping resilient, equitable, and sustainable futures, urging a shift towards more nuanced, inclusive, and supportive approaches to social enterprises in Lebanon and similar contexts lacking specific SE policies. Through this analysis, the paper contributes to a deeper understanding of the multifaceted role of SEs in fostering social justice and economic transformation.

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# I. INTRODUCTION

Social and Solidarity Economy (SSE) has received a lot of attention recently. The term "social and solidarity economy" refers to enterprises and organizations, particularly cooperatives, mutual benefit societies, associations, and social enterprises, that set themselves apart from traditional for-profit enterprises, entrepreneurs, and the informal sector through the adoption of two key characteristics: they clearly state their economic, social, and frequently environmental goals and they involve many kinds of associative, cooperative, and solidarity interactions. The theoretical appeal of social and solidarity economies can be found in the approaches they are well-suited to addressing problems including the realization of rights, women's empowerment, equality, justice, the burden of female caregiving, and changes in consumption and production patterns, social and environmental protection, and economic vitality all at once (Green, 2013).

The International Labor Organization (ILO) emphasized the importance of a robust social economy in its declaration on Social Justice for a Fair Globalization while stating: "Convinced that in a world of growing interdependence and complexity and the internationalization of production: (...) productive, profitable and sustainable enterprises, together with a strong social economy and a viable public sector, are critical to sustainable economic development and employment opportunities (Kufmann, 2008). Borzaga et al., (2019) indicate that SSE organizations are able to assist in the creation and preservation of employment in traditional sectors and the promotion of decent work by offering high-quality and stable jobs, encouraging women's entry into the workforce, integrating disadvantaged people, and facilitating the transition from informal to formal employment. Furthermore, Lee (2020) reveals that SSE strives to promote ideals such as equity, inclusiveness, cooperation, solidarity, social justice, and democracy among the local populations.

Moreover, social and solidarity economy is a crucial tool to ensure that social justice values are upheld, and that development considers the wellbeing of those who are vulnerable. SSE offers a different approach grounded in social justice principles that can address enduring development-related problems. It develops a medium that lessens employment that is fragile and helps ensure that everyone has access to environmental resources. By addressing gender inequality and empowering women who are frequently at the bottom of the social ladder and are socioeconomically excluded, especially in marginalized communities, it can reach out and empower non-traditional economic actors. Furthermore, to support community-led economic activities, it promotes the creation of new, creative, and alternative forms of financing that link microfinance with solidarity ideals (Badaan, Safa, & Tannir, 2014). Under this framework of SSE, Thompson (2020) explains that a social enterprise is positioned as a specific form of social economy that is more closely related to market-driven and entrepreneurial aspirations to reform the economy within a broadly neoliberal framework.

Mongelli et al., (2019) reveal that social enterprises are primarily seen as enterprises that work to create and then grow positive social and environmental change. The authors stress that the issue of financial dependence on donations and grants, which often plagues traditional nonprofit organizations, and which could risk their survival and impair their influence is considered crucial to overcome. Social entrepreneurs work as change agents in their communities by fusing business endeavors with their core mission's socially conscious goals and achievements. They constantly participate in a process of invention, adaptation, and learning while preserving accountability, and are not just focused on making profit. Instead, they are concerned with achieving sustainable social goals. Martin and Osberg (2007) claim that the goal of the social entrepreneur is to create value in the form of a substantial, transformative benefit that benefits either a significant portion of society or the society. Hence, social entrepreneurship aims to address the marginalization and exclusion of social groups who lack the resources (economic, financial, etc.) to realize their goals, such as generating revenue and development.

Given this context, Lebanon a politically and economically unstable country, provides a young and developing ecosystem to foster social entrepreneurship in the absence of public support. In recent years, societal unrest and political instability have become more pronounced in Lebanon. With a debt-to-GDP ratio of 183 percent and currency devaluation (Al-Saeed & El Khalil, 2022) Lebanon is currently mired in a serious economic and financial crisis that have set most of the Lebanese under poverty. The inflation rate has reached triple digits because of the currency depreciation, making it impossible for Lebanese citizens to meet their basic needs, particularly for food and healthcare. The situation in Lebanon has affected entrepreneurs, where the frequent political upheaval and unstable legislative environments make it difficult for them to invest and grow in several industries.

Although Lebanese communities have historically and traditionally relied on themselves to handle their own needs and find answers to problems, thereby indirectly engaging in social entrepreneurship without necessarily realizing it, the Lebanese social entrepreneurship ecosystem is still in its early stages (Beyond Group, 2020). Furthermore, the absence of the legal framework for social enterprises makes it difficult for such enterprises to sustain in the long run. The private sector, the international community, and INGOs have all made significant efforts to improve the country's situation and support SMEs and startups across a variety of industries. However, the social entrepreneurship sector still needs significant support, which should be complemented by public policy and legislation to increase its share of the market and facilitate its development.

According to a study by the Lebanese Social Enterprises (LSE) the bulk of social enterprises have recently been established, with the majority (35.6%) of SEs being established in 2019 and only 13.6% in 2018. The social companies in the sample, undertaken in the study, operate in a variety of fields, with 20% of them in the creative industries like printing and design and 37% in production and manufacturing.



The lowest percentages, 2% each for transportation and financial services, were included together with other 10% businesses such as engineering, renewable energy, export, and lodging/hotels. Most of the SEs in the study create opportunities for employment (LSE, 2020). SEs in Lebanon face variety of challenges, such as an unfavorable environment due to economic and political unpredictability, a dearth of ideas with the potential to be scaled up, citizens' ambiguous perceptions of social entrepreneurship, a lack of connections among social entrepreneurs, and a propensity to scale up quickly and without thought (Maroush, Wannis, Haidar, & Ayoub, 2020).

Since there is no specific legal structure for the establishment of social enterprises in Lebanon, these enterprises are being established as NGOs, cooperatives, or commercial enterprises (SARL, Société à Responsabilité Limitée, or SAL, Société Anonyme Libanaise). In certain instances, businesses decide to combine models and register under the same name as both a SAL and an NGO. This enables them to channel their social impact efforts through the NGO framework, while their revenue-generating initiatives go through the commercial business.

In addition to the gaps in the legal system and the ecosystem that supports social enterprises in Lebanon, social justice concept and policies need to be addressed due to the nexus between the concept and social entrepreneurship (Novicevic, Smothers, Murphy, & Humphreys, 2013) Although the concept is emphasized in national legislation and national policies for social, economic, and environmental development in Lebanon, many policies fail to target all social strata, particularly the most vulnerable, such as seasonal and informal workers, farmers, artisans, and others working in the informal sector. The notion of social justice was investigated through a feasibility study carried out by the COSV team and under the SEE Change project, leading to the conclusion that social justice is nonexistent as stated by the interviewees (Contini, Osaily, Cavallito, Makki, & Habli, 2019).

The interviewees claim that social justice cannot be realized in the absence of "building strong institutions," openness and accountability in government, as well as long-term solutions to the most pressing problems facing the community. To do that, it is crucial to tap into the creative energy of the region's social enterprises and social entrepreneurs, who work tirelessly every day to improve Lebanon and are an integral part of the community itself (Contini, Osaily, Cavallito, Makki, & Habli, 2019).

In order to investigate the many conceptions of social justice that underpinned their actions and ideas, Haidar (2019) investigates the goals and ideologies of activists, workers, and students who actively participated in the October Revolution, and reveals that practically every participant, in the study, had similar responses to questions on what social justice means. The responses frequently alluded to ideas of a strong welfare state. Almost all participants maintained a strong sense of class identity that transcended national sentiments, and they most obviously sided with migrant workers and refugees.

Thus, the need to explore the potential for social enterprises to grow and develop, taking different models, and for them to bring some impact on policies, mainly on social justice policies in Lebanon is evident. The social justice incubation program (SJIP) came as a response to the pressing needs. It was designed, by COSV under the SEE Change project, to pilot new collaborative social enterprise models and to understand their impact on social justice policies in the country. The remaining part of the paper explains the action-research approach undertaken by the Social Economy unit research team to identify the existing model(s) of SEs and to explore the new models beyond what is traditionally known. It also presents the incubated collaborative initiatives and then it highlights their impact on several policy aspects before providing policy recommendations.

## II. THE INSTITUTIONAL TRAJECTORIES AND RESULTING SE MODELS - FRAMEWORK

The ICSEM Project (2024) (International Comparative Social Enterprise Models), is a global research initiative aimed at identifying, analyzing, and comparing social enterprise (SE) models across countries, regions, and fields. Coordinated by Jacques Defourny and Marthe Nyssens, who are leading scholars in the field of social enterprise from the EMES International Research Network, the project brought together 230 researchers worldwide in 40 countries, between 2013 and 2020. The core objective of the ICSEM Project was to develop a scientifically robust typology of SE models that could be empirically tested and validated across different national and cultural contexts. This endeavor sought to address the lack of integrated theoretical foundations and comprehensive empirical surveys in the study of social enterprises globally. By facilitating an international collaboration among researchers, the ICSEM Project aimed to create a coherent and universally applicable framework for understanding the diverse manifestations of social enterprises around the world, contributing significantly to both academic knowledge and practical insights in the field of social entrepreneurship.

Several studies have attempted to deal with the variability in the definitions of social enterprise and in this regard Defourny and Nyssens (2016) have proposed certain fundamentals for an international typology, including four Social Enterprise (SE) models which resulted in the Institutional Trajectories and Resulting SE Models Framework. Their study "Fundamentals for an International Typology of Social Enterprise Models" is a comprehensive analysis aimed at classifying social enterprise (SE) models globally.

It outlines the diversity in SE through various lenses, including market reliance, institutional factors, and organizational goals, leading to the identification of four primary SE models: entrepreneurial non-profit, social cooperative, social business, and public-sector social enterprise. The paper stresses the significance of social missions across these models, emphasizing the variety of ways SEs contribute to societal goals. Through both theoretical framework and empirical observations, it offers insights into the intricate landscape of SEs, highlighting the dynamic interplay between social missions, governance structures, and market engagement

The study outlines four major social enterprise (SE) models based on a comprehensive analysis by Defourny and Nyssens (2016). These models are identified as follows:

## **Entrepreneurial Non-Profit (ENP) Model**

This model includes non-profit organizations that engage in business activities to support their social mission. These organizations may develop various earned-income strategies, such as mission-unrelated trading activities, subsidiaries for profit generation, and market-oriented mission-centric activities. An example of this model is work integration social enterprises (WISEs) that sell goods or services while training unskilled workers.

## **Social Cooperative (SC) Model**

Social cooperatives emerge from mutual interest organizations moving towards activities that emphasize the general interest. They combine democratic governance and limitation of capital shares' remuneration with the pursuit of broader community interests beyond their members. These can be single-stakeholder cooperatives focusing on mutual interests while contributing to a general interest, or multi-stakeholder cooperatives that involve various types of members, including workers, beneficiaries, and volunteers.

## **Social Business (SB) Model**

The SB model is prevalent among businesses looking to balance social impact with commercial success. These enterprises operate with a social mission as a central goal, integrating economic and social purposes. Examples include companies providing personal services, environmental protection, or fair-trade goods. This model also encompasses "Yunus-type" social businesses focused on serving poor customers, with profits reinvested to support the social mission.

## **Public-Sector Social Enterprise (PSE) Model**

PSEs are initiated by public bodies to deliver public services more efficiently or innovatively. This model includes "public-sector spin-offs" where public services are outsourced to social enterprises, aiming to improve service delivery while potentially reducing public expenditure. These enterprises may also arise from community development policies or the transfer of social services provision to new social enterprises.

Each model represents a unique approach to balancing economic activities with social missions, reflecting the diversity within the social enterprise sector. These models are not mutually exclusive and can overlap, illustrating the dynamic and hybrid nature of social enterprises globally. The authors also acknowledge the existence and importance of hybrid models within the social enterprise (SE) landscape. These hybrids represent a combination of features from the four main SE models, embodying a blend of for-profit and non-profit elements, sometimes including partnerships with local public authorities. Such partnerships may be temporary, aimed at addressing immediate social challenges, or may evolve into more permanent, organic forms of social enterprises that defy traditional classification.

According to the authors all associations (voluntary organizations) attempting to advance the interests of their members are placed in the "mutual interest" angle—as are all conventional cooperatives. However, because their general interest (the community they serve) is typically not as broad as the one served by the state, associations (voluntary organizations, charities, etc.) seeking a public benefit are located much closer to the general interest angle than the vertex itself like ENPs and PSEs, as illustrated in the Figure 1 below:

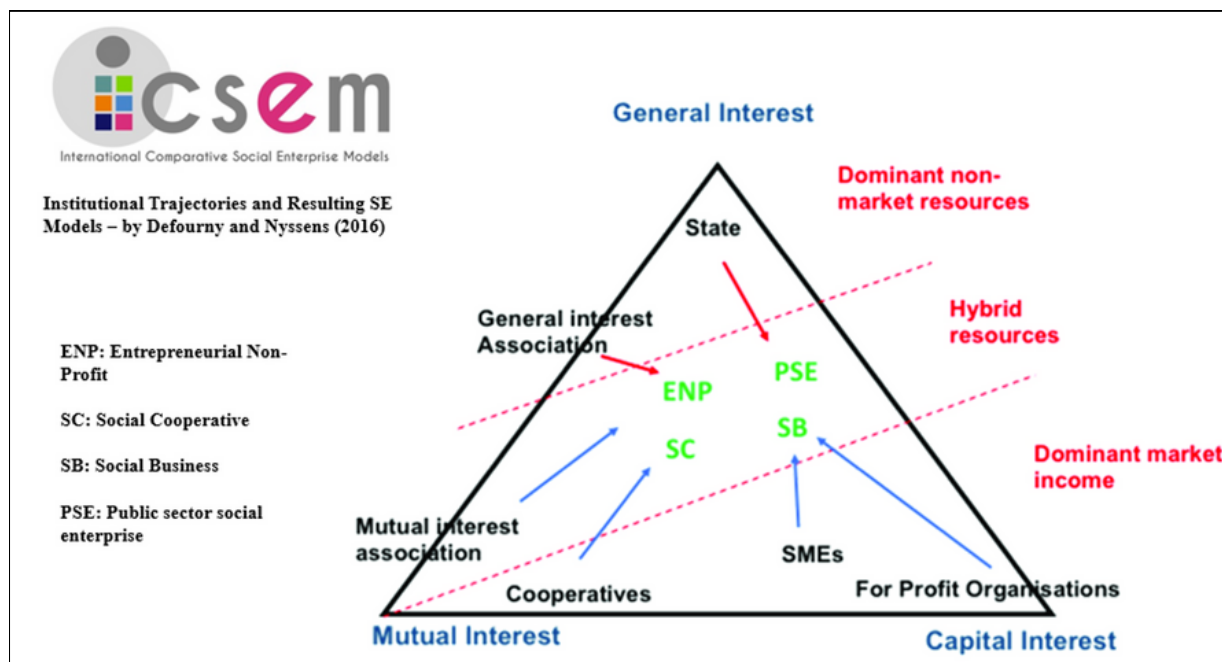


FIGURE 1: INSTITUTIONAL TRAJECTORIES AND RESULTING SE MODELS

In terms of resources, the enterprises use several types including market income, public grants, philanthropic resources etc. The model differentiates among those in which market income dominates, or public funding dominates, or hybrid resources dominate to guarantee the balance between the social mission they have and their financial sustainability. The entrepreneurial aspect of a social enterprise comes from the fact that the initiative involves a lot of economic risk, but not always a market risk. This means that the SE's ability to stay financially stable is often a constant challenge, and it's up to the members to find sufficient funds to support the SE's social purpose.

From this broader point of view, the best way to support the social purpose is likely to be through a mix of different types of resources. For example, it could be a combination of trading activities, public subsidies, and voluntary resources (donations, volunteering, etc.). Figure 1 shows how different social enterprise models arise when there is a shift away from interests toward hybrid resources, including market and non-market ones

### III. OUR ACTION-RESEARCH APPROACH

Based on the ICSEM Framework, the analysis of social enterprises (SEs) - in Lebanon reveals a predominance of the Social Business (SB) model, which characterizes the majority of SEs currently operational within the country. This finding suggests that the SE landscape in Lebanon is significantly shaped by enterprises that balance social impact with commercial success, indicating a strong market orientation in addressing social issues as shown in Figure 2.

However, the framework also highlights the underrepresentation or complete absence of other SE models within the Lebanese context, as indicated by the models lying outside the grey circle in Figure 2. These models, which include Entrepreneurial Non-Profit, Social Cooperative, and Public-Sector Social Enterprise, represent avenues of social enterprise that are either minimally present or not yet explored in Lebanon. The absence or low representation of these models suggests potential areas for development and growth within the SE sector in Lebanon. By recognizing these gaps, stakeholders in the Lebanese SE ecosystem can identify opportunities for diversifying the types of SEs, which could lead to a more robust and comprehensive approach to addressing social challenges in the country.

The dominance of the SB model in Lebanon reflects a particular trajectory of SE development, heavily influenced by market-driven approaches to social change. However, the potential for incorporating other models indicates room for a broader and more diverse SE ecosystem that leverages different mechanisms and approaches for social impact. This diversity could enable the Lebanese SE sector to address a wider range of social issues more effectively, leveraging the unique strengths and methodologies inherent in each SE model.

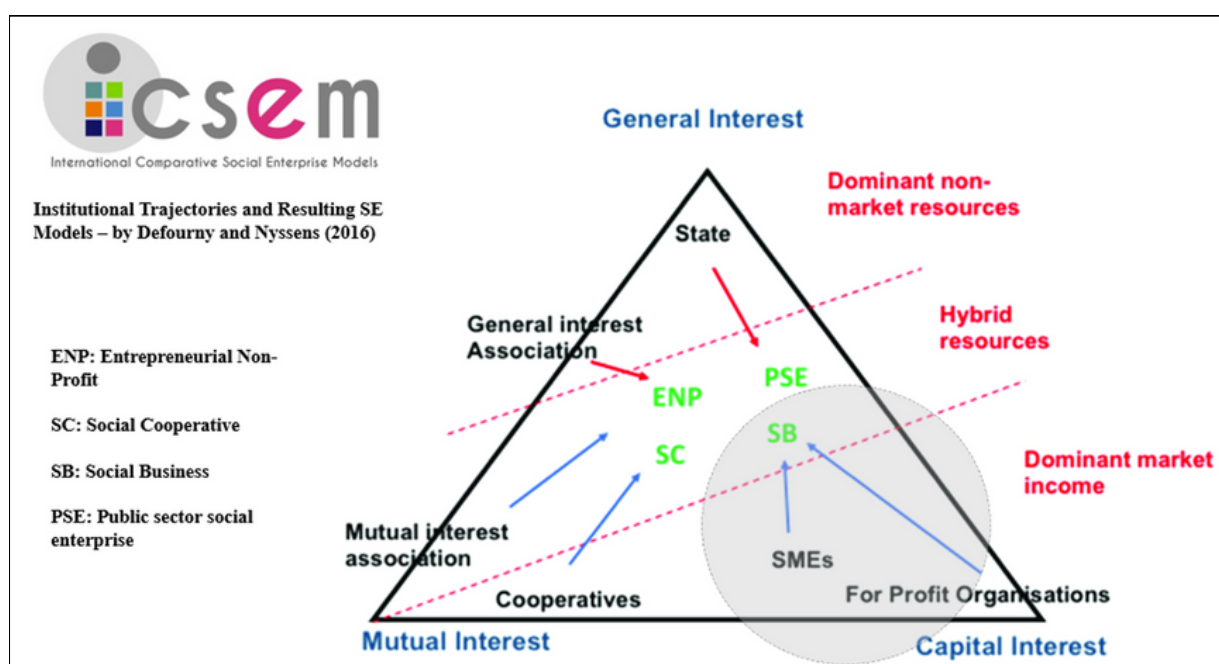


FIGURE 2: THE LEBANESE SOCIAL ENTREPRENEURSHIP CONTEXT BASED ON THE IDENTIFICATION FRAMEWORK

In addressing the under-represented models of Social Enterprise (SE) in Lebanon, specifically Public-Sector Social Enterprise (PSE), Entrepreneurial Non-Profit (ENP), and Social Cooperative (SC), the Social Justice Incubation Program aims to integrate the spirit and characteristics of the social cooperative movement, notably "participatory governance" and the "solidarity economy." This integration is pursued through two strategic approaches:

**Tackling Participatory Governance via Community Enterprise Characteristics:** This approach emphasizes the importance of involving community members in the governance processes of SEs. By adopting characteristics of community enterprises, such as participatory decision-making and local stakeholder engagement, the initiative seeks to enhance the democratic and inclusive nature of SE governance. This method aligns with the principles of the social cooperative movement, which values democratic participation and collective action.

**Adopting Collaboration Requirements for Application:** To foster a collaborative and solidarity-based economy, the initiative requires SEs to engage in partnerships and collaborative efforts as a condition for participation. This requirement aims to encourage SEs to leverage collective resources, knowledge, and networks to achieve social impact.

Testing the Public Sectorial Enterprise (PSE) model via the Public-Private Partnership and School-Enterprise Incubation Sub-Programs showcases innovative strategies for merging public and private efforts in community service and educational development. Exploring the Entrepreneurial Non-Profit (ENP) model, encompasses non-profit organizations that develop earned-income business activities to support their social mission. This approach aligns with the "commercial non-profit" concept, emphasizing non-profits' engagement in market activities to generate revenue that furthers their social objectives.

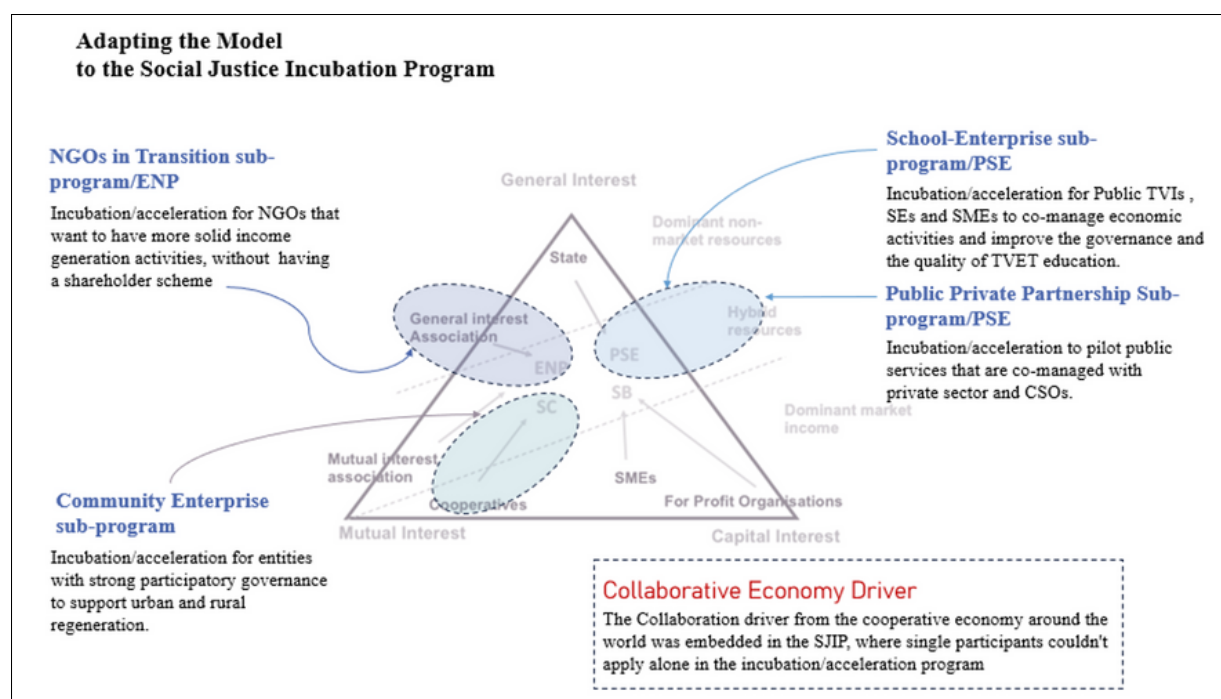


FIGURE 3: RATIONALE OF THE SOCIAL JUSTICE INCUBATION PROGRAM

The Social Justice Incubation Program, is designed in response to insights from the ICSEM project, aiming to promote collaboration and solidarity among social enterprises (SEs) in Lebanon. The program excludes individual applicants, emphasizing the need for collaborative efforts between various types of enterprises and entities. It provides financial and technical support throughout the program's duration, fostering a conducive environment for SE growth and development. The 20 incubated projects fall under four distinct subprograms, reflecting a broad approach to social enterprise incubation:

### **Community Enterprise Incubation Sub-program**

This sub-program supports community enterprises responsible for co-managing community hubs and offering services such as community-based services, touristic services, urban farming, and gardening. It focuses on enterprises that leverage community engagement and participation to manage and deliver services that directly benefit the local community.

### **School-Enterprise Incubation Sub-program**

Targeted at Vocational Training Institutions (VTIs) and SE enterprises interested in the Vocational Education and Training (VET) sector, this sub-program aims to integrate vocational training with social enterprise efforts. It supports projects that combine education and social entrepreneurship to create synergies between learning and social impact.

### **NGOs in Transition Incubation Sub-program**

This sub-program is designed for non-profit organizations looking to transition into or strengthen their market activities with the support of peer organizations, by maintaining their not-for-profit commercial structure. It encompasses scale strategies, social franchising, sector-hub entrepreneurship initiatives, and more, facilitating a smooth transition for NGOs into more market-oriented operations while maintaining their social missions.

### **Public-Private Partnership Incubation Sub-program**

Focusing on municipalities or unions of municipalities and Civil Society Organizations (CSOs), this sub-program pilots the delivery of community-based services under a public social procurement framework. It aims to foster collaborations between the public and private sectors to deliver social services more effectively and innovatively

The sub-programs collectively aim to diversify the SE landscape in Lebanon by introducing and nurturing models that go beyond the prevalent social business framework. By doing so, the Social Justice Incubation Program seeks to embed the principles of participatory governance and solidarity economy in the SE sector, encouraging a more inclusive and collaborative approach to social entrepreneurship. Under the four mentioned categories, collaboration is considered one of the tools for social enterprises, and it complements the transformative approach that the enterprises undertake to achieve their goals.



Slettli (2019) says that transformational entrepreneurship is characterized by the creation of a new qualitative dimension of possibilities and refers to a capability and a planned action towards producing change in an entrepreneur's and organization's existence that contributes to societal improvements.

Transformative approach builds on two directions: the capability approach and the Hybrid use of resources. After Amartya Sen argued that income and wealth alone are not sufficient measures of human growth, the field of welfare economics shifted its focus to the Capability approach. While Sen acknowledges the importance of money, wealth, and usefulness (sometimes subjectively evaluated by 'happiness'), these factors alone are insufficient to capture the whole scope of human progress. Sen argues that positive freedoms are the key to human development (Wells, 2023). These are yet another set of capabilities. Entrepreneurship is seen as both a means to an end (a production factor) and an end from a capability approach perspective. Being both a resource and a process, entrepreneurship has the potential to be a human function that helps to broaden people's capacities (Wells, 2023).

Organizations that operate beyond institutional borders and in several functional areas have been labeled as hybrids. Organizational forms that incorporate elements from other traditions or cultures are said to be hybrid forms. Therefore, hybrid organizational structures combine aspects of at least two distinct sectors to solve problems that cannot be solved using either sector's dominant paradigm, logic, or value system alone (Billis, 2010) This is associated with how SE has given rise to novel institutional forms that challenge accepted models of economic organization. Hybrid organizations are notoriously difficult to pin down. Because they include elements from multiple economic sectors in their business models and daily operations, hybrid enterprises frequently exhibit characteristics of both nonprofit and for-profit businesses. Each hybrid enterprise, however, is driven by a commitment to doing good in the world. Whether it's because of a decline in the availability of conventional philanthropic funding or in response to the demands of an increasingly socially aware customer base, these organizations are proliferating and getting ready to play a far larger role in the business world (Ventura, 2022)

Social enterprises are distinct from conventional corporations in that they pursue a social mission that is at least as important as producing a profit. In contrast to traditional non-profits, social enterprises generate income through for-profit activities rather than donations or government funding. Social enterprises, in contrast to these more traditional forms of organization, are typically conceived of and built with the intention of achieving both social and financial success. Since their central operations combine economic and social principles, these organizations are hybrids that combine different institutional logics (Doherty, Haugh, & Lyon, 2014).

By combining grants, income generation, and social values into a hybrid structure, social enterprises that take a capability approach can have a significant social and economic impact because they see all people in need as partners rather than beneficiaries.

Due to their "experimental," "reflexive," and "inclusive" nature, policies promoting transformative innovation can offer systemic answers to problems in society and the natural world. It is argued that social enterprises may play a pivotal role in fostering game-changing innovation among economically and socially disadvantaged groups. To reduce the risks associated with innovation-based growth, and to make policies more accessible to a wider range of people and places, it is important to incorporate social enterprises within the discussion of transformational innovation (Calderini, Fia , & Gerli, 2023).

It is important to highlight that the social economy unit research team perceives the Impact for Policy component (I4P) as the analysis of the potential impact that the 20 initiatives under the Social Justice Incubation Program (SJIP) can have on specific policies in Lebanon. I4P is NOT an impact evaluation nor a performance measurement and evaluation, it is an on-going observation process where a series of conversations with the projects' partners are conducted to understand the potential impact that their behavior and activities might have on public policy in Lebanon

# IV - CLASSIFICATION CRITERIA FOR THE INCUBATED PROJECTS

The Institutional Trajectories and Resulting SE Models Framework presented in the previous section, helped in identifying several typologies that we have incorporated in this policy paper, and based on many conversations with the incubated project partners and the close observations that we have made on their activities and behavior during the whole duration of the incubation period, we have identified a set of questions that helped us in classified each project as either ENP, PSE, SC or SB.

## 4.1 - Entrepreneurial Non-Profit (ENP) Model criteria

Identifying ENP model involves understanding its unique characteristics and how it differs from other forms of social enterprises. Here are key questions to help identify an ENP:

**1. Social Mission and Earned Income:** Does the organization have a clear social mission that it aims to achieve primarily through earned-income activities? ENPs typically pursue their social objectives by engaging in commercial activities, using the revenue generated to support their social goals.

**2. Non-Profit Status:** Is the organization legally recognized as a non-profit or charity? ENPs maintain a non-profit status, distinguishing them from for-profit social enterprises that might distribute profits to shareholders or owners.

**3. Market-Oriented Activities:** Does the organization engage in market-oriented, mission-centric activities? This includes whether the organization sells goods or services directly related to its social mission, such as a nonprofit bookstore promoting literacy.

**4. Diversity of Earned-Income Strategies:** Does the organization employ a variety of strategies to generate income? This can include mission-related trading activities, operation of subsidiaries for profit generation, or unrelated business activities whose profits support the social mission.

**5. Governance and Ownership:** Is the organization governed and owned by stakeholders committed to the social mission, without profit distribution to members or directors? ENPs typically reinvest all profits back into the organization's social mission or operational sustainability.

**6. Balance of Social and Commercial Goals:** How does the organization balance its social objectives with the need to be financially sustainable through commercial activities? An ENP model seeks a blend where commercial activities support and do not detract from the social mission.

**7. Partnerships and Collaboration:** Does the organization engage in partnerships with for-profits, non-profits, or government entities to further its social mission? While not exclusive to ENPs, effective collaborations can indicate an organization's commitment to leveraging commercial strategies for social impact.

## 4.2 Social Cooperative (SC) Model criteria

Identifying SC model involves discerning characteristics that reflect a specific blend of mutual and general interests, typically emphasizing democratic governance and community benefit. Here are key questions tailored to recognize the SC model:

**1. Mutual and General Interests:** Does the organization prioritize both the mutual interests of its members and the general interests of a broader community? SCs often aim to serve their members' needs while also contributing to the welfare of the larger community.

**2. Democratic Governance:** Is the organization governed democratically, with members having equal voting rights regardless of their investment or participation level? This principle is fundamental to SCs, ensuring that decisions are made in the interest of all members and the community they serve.

**3. Economic Activity:** Does the cooperative engage in economic activities that directly support its social mission? SCs use their business operations not just for financial sustainability but also as a means to achieve their social objectives.

**4. Membership Structure:** Does the cooperative have a single-stakeholder or multi-stakeholder membership structure? SCs can be organized around a single type of member (e.g., workers, consumers) or include a mix of stakeholders, including beneficiaries, workers, volunteers, and sometimes public authorities, reflecting their multi-dimensional approach to social and economic goals.

**5. Community Orientation:** How does the cooperative contribute to the community or specific target groups beyond its membership? SCs often have a clear orientation towards addressing societal challenges, such as social inclusion, environmental sustainability, or local development.

**6. Legal and Regulatory Framework:** Is the cooperative recognized and supported by specific legal frameworks that facilitate its operation and mission? In some countries, social cooperatives have distinct legal forms that recognize their dual focus on member benefit and public good.

**7. Profit Distribution:** How are surpluses or profits managed within the cooperative? SCs typically reinvest profits back into the enterprise, limit the distribution of dividends, or use profits to further their social objectives, reflecting their commitment to prioritizing social impact over financial gain.

**8. Stakeholder Engagement:** How does the cooperative engage with its members, the community, and other stakeholders? SCs are known for their participatory approach, fostering engagement and collaboration to ensure their activities align with the needs and interests of both members and the broader community.

## 4.3 Social Business (SB) Model criteria

It is essential to explore its unique characteristics that blend social impact with commercial viability. The SB model represents a significant shift in how businesses view their role in society, aiming to solve social problems through market-driven approaches. Here are key questions to discern if an organization fits the SB model:

**1. Social Mission as Core:** Is the primary goal of the business to address a social or environmental issue? Unlike traditional businesses, SBs are mission-driven, with a clear focus on creating social value as central to their operations.

**2. Commercial Strategies:** Does the business employ market-based strategies to achieve its social objectives? This includes generating revenue through the sale of goods and services directly related to its social mission.

**3. Balance of Social and Financial Goals:** How does the business balance its social objectives with financial sustainability? SBs seek to integrate economic performance with social impact, often adopting innovative business models that allow them to be self-sustainable while pursuing their social mission.

**4. Profit Reinvestment:** Are profits reinvested back into the business or the social mission rather than distributed to shareholders or owners? While SBs generate profits, these are typically used to further the social mission, expand the business, or improve products/services.

**5. Target Market:** Does the business target underserved or disadvantaged populations either as consumers, employees, or producers? SBs often focus on creating value for people at the bottom of the economic pyramid or marginalized groups.

**6. Innovation and Scalability:** Does the business model demonstrate innovation in addressing social issues and potential for scalability? SBs leverage innovative approaches to create social impact and are designed to be scalable to amplify their effect.

**7. Governance and Ownership:** Who owns and governs the business, and how do these arrangements support the social mission? SBs may have diverse ownership structures, including founder ownership, collective ownership by stakeholders, or a combination, but governance is aligned with the social mission.

**8. Measurement of Social Impact:** How does the business measure and report its social impact? Effective SBs have mechanisms in place to assess their social performance and impact, ensuring alignment with their mission and continuous improvement.

## 4.4 Public-Sector Social Enterprise (PSE)

### Model criteria

Identifying PSE model involves discerning its distinct characteristics, primarily how it interfaces with public sector goals, management, and service delivery. Here are key questions tailored to recognize the PSE model:

**1. Public Service Provision:** Is the organization primarily focused on delivering public services? PSEs often emerge to fulfill public service mandates more efficiently or innovatively, aiming at enhancing service quality or accessibility.

**2. Public Sector Spin-offs:** Did the organization originate as a spin-off from a public sector entity? Many PSEs start as initiatives directly stemming from government or public sector bodies, seeking to leverage the flexibility and innovative approaches of the social enterprise model while serving public interests.

**3. Governance and Ownership:** Is the organization owned or governed by public sector entities, or does it have a strong collaborative relationship with the public sector? This may include governance structures that involve public sector representatives or are regulated by public sector policies

**4. Funding Sources:** Does the organization rely significantly on public funding, contracts, or grants? While not exclusive to PSEs, a heavy reliance on public sector funding is indicative of a close relationship with government objectives and priorities

**5. Community Development and Local Engagement:** Is the enterprise actively involved in community development or targeted local initiatives? PSEs often play a role in local community development, working closely with local governments or public bodies to address specific community needs.

**6. Innovation in Public Service Delivery:** Does the organization implement innovative approaches to public service delivery? PSEs are sometimes created to introduce new methods or technologies in public services, aiming to improve efficiency, accessibility, or quality.

**7. Policy Objectives:** Does the enterprise align closely with public policy objectives, such as job creation for disadvantaged groups, environmental sustainability, or health and social care? PSEs may be established or supported by the public sector to achieve specific policy goals.

**8. Regulatory Environment:** Is the enterprise subject to specific public sector regulatory frameworks or oversight? This can include compliance with public service standards, reporting requirements, or accountability mechanisms specific to the public sector.

# V - INCUBATED SSE INITIATIVES UNDER SOCIAL JUSTICE INCUBATION PROGRAM

Based on the criteria provided above, the incubated projects are listed below with the category of the social justice incubation program and the SE Model that they fit.

Project Name	Category	SE Model
Ajlatoun Technical School & Raatrac Company	School Enterprise	PSE
Dekweneh Technical School & MDCN Company	School Enterprise	PSE
Batloun Technical Institute & La Belle Blanche Company	School Enterprise	PSE
The Volunteer Circle	NGOs in Transition	ENP
Tripulley	NGOs in Transition	ENP
The Studio	NGOs in Transition	ENP + SB
Tripoli Film Festival	NGOs in Transition	SB
Tasting Lebanon on Wheels	NGOs in Transition	SB
Regenerate Hub	NGOs in Transition	ENP
Agricultural Revival Programme	Community Enterprise	SC
Community led - Skills Development for Migrant Women	NGOs in Transition	Special Case
Al Qaria Diary Incubator – Intaj	PPP	SB + PSE
Promotion of Local Production	NGOs in Transition	ENP + SB
Bus Bike	NGOs in Transition	ENP
Books@café	NGOs in Transition	SB
Baalbek Art Academy	NGOs in Transition	ENP
Baskinta Baytouna	PPP	ENP+PSE
Jesuit Garden Neighborhood Gathering	Community Enterprise	ENP+PSE
Cezar Projects	Community Enterprise	SC + SB
Green Circle	NGOs in Transition	ENP + SC + SB



## 5.1 AJLATOUN TECHNICAL SCHOOL & RATRAC COMPANY SCHOOL – ENTERPRISE MODE

In 2017, Rabih and Fadi, both educators, forged a unique partnership driven by their shared passion for teaching and a vision for making a positive impact on their community. This dynamic duo recognized the potential of collaborating on a project to not only advance their careers but also contribute significantly to their society. Their unwavering belief in their partnership's potential prompted them to seize a remarkable opportunity presented by COSV. With their eyes set on a promising future, Rabih and Fadi applied, driven by the desire to achieve professional success and establish a distinguished social reputation. Their project envisioned a mutually beneficial alliance between a public vocational school and RATRACCC, a prominent fresh white cheese producer. At its core, the project aimed to bolster collaboration between these entities, offering students valuable training in dairy product production. Leveraging the vocational school's existing facilities and equipment, the plan required strategic additions and enhancements to provide students with comprehensive skills in dairy production. Rabih and Fadi envisioned not only empowering students with practical skills but also fueling the growth and development of the regional dairy industry.

**Stage:** **Start-Up**

**Location:** **Ajaltoun**

**Websites:** [RATRACCC LLC](#) [Lycee Technique d'Ajaltoun](#)

### **Social Enterprise Model (ICSEM, standard):**

PSE Public-Sector Social enterprise results from a movement towards the marketisation of public services which embraces “public-sector spin-offs”

### **Collaborative Model:**

Public VTI (vocational technical institute) and SMEs.

### **Current Services offer**

The school enterprise created by the collaboration between the Public Vocational School of Ajlatoun and RATRACCC company offers a comprehensive range of services and products aimed at enhancing the skills and knowledge of students while also contributing to the growth of the dairy industry. Here's an elaboration of the services and products offered:



**Dairy Product Training Programs:** The school enterprise provides specialized training programs for students interested in the dairy industry. These programs cover various aspects of dairy product production, including cheese, yogurt, and other dairy items. Hands-on training is a core component, allowing students to gain practical experience using the equipment and facilities provided by RATRACCC.

**Curriculum Development:** The collaboration involves the development of a tailored curriculum, designed to align with industry standards and best practices in dairy production. The curriculum ensures that students receive a well-rounded education in dairy technology, including quality control, safety regulations, and sustainable practices.

**Industry Expertise:** Students have access to experts and professionals from RATRACCC who share their knowledge and experiences, providing valuable insights into the dairy industry. Regular workshops, seminars, and guest lectures further enhance students' understanding of the field.

**Internship Opportunities:** Students are offered internships or work-study programs at RATRACCC, allowing them to apply their classroom learning in a real-world industrial setting.

**Research and Development:** The collaboration may involve joint research and development projects between the school enterprise and RATRACCC. This can lead to innovation in dairy product manufacturing techniques, quality improvement, and product diversification.

**Product Sales:** The dairy products produced through this collaboration, such as fresh white cheese, can be marketed and sold to generate revenue. Revenue generated from product sales can be reinvested into the program to enhance facilities, equipment, and educational resources.

**About SJIP:** Under SIJP the partners received a grant of 42,000 USD to rehabilitate the TVI production premises, equip the premises according to the main activities to be produced, and purchase the necessary and adequate equipment. They will train the staff according to their job descriptions and do “tasting” activities. They will also package, label and distribute the products to be purchased by customers. According to La Belle Blanche, the programme helped them access a wider network, learned new ideas and received more customers, while for the institute, this collaboration strengthened the hospitality programme and attracted new students to learn and train on dairy production especially that the area is in need for skilled workers in the field.

**Impact  
(2022-2023)**

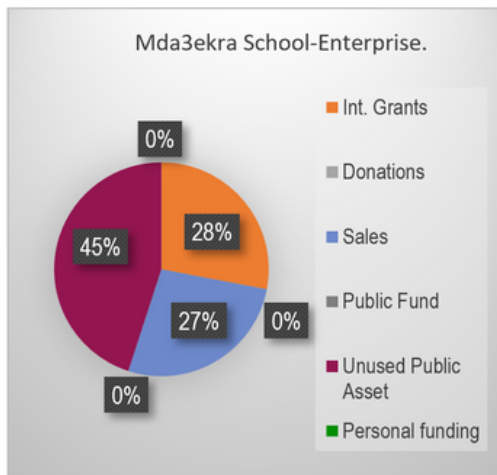
The collaborative effort between the Public Vocational School of Aljatoun and RATRACCC company has had a significant impact on both the students and the community at large. By purchasing the necessary equipment and machines and preparing the school's available space for training, the initiative has brought about several positive outcomes:

**Enhanced Skills and Empowerment:** The provision of specialized equipment and facilities has enabled students to receive comprehensive training in dairy product production. This hands-on education equips them with practical skills and knowledge, empowering them to create their own source of income. By learning how to produce 100% natural dairy products, students gain a valuable skill set that can be applied in entrepreneurship, potentially improving their financial well-being.

**Affordable Dairy Products:** As a part of their training, students involved in the program have the opportunity to produce dairy products of high quality. These products can then be made available to the community at affordable prices. This accessibility to reasonably priced, locally produced dairy items benefits the residents by providing them with healthier and more affordable food options.

**Sustainability and Local Economy:** By supporting the growth and development of the local dairy industry, the collaboration contributes to the sustainability of the region. It reduces the dependency on external sources for dairy products and strengthens the local economy by encouraging entrepreneurship and self-sufficiency.

<b>SDGs target</b>	SDG 4 Quality Education SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	11330 Vocational Training 11110 Education policy and administrative management 11120 Education Facilities and Training 25040 Responsible Business Conduct



**The hybrid resource model of the school enterprise established by the Public Vocational School of Aljatoun and RATRACCC** company embodies a dynamic approach to resource utilization. This innovative model seamlessly integrates the expertise of educators and industry professionals, fostering a holistic learning experience for students. By sharing equipment and optimizing existing facilities, the initiative maximizes efficiency in both education and dairy product production.

Financial sustainability is achieved through the sale of dairy products, enabling self-sufficiency and further resource expansion. Community engagement and support play a pivotal role, fostering a sense of shared responsibility and mutual benefit. Collaborations with government and NGOs enhance the program's reach and impact, while internship and work-study opportunities bridge the gap between education and industry. Embracing continuous improvement and innovation, this hybrid resource model ensures a sustainable, impactful, and ever-evolving educational endeavor that empowers students, benefits the community, and bolsters the dairy industry.

**The unique value proposition of the school-enterprise created by the Public Vocational School of Aljatoun and RATRACCC** company lies in its distinctive blend of education, industry collaboration, and community engagement. Here's an elaboration of the elements that make this initiative stand out:

**Comprehensive Education with Practical Experience:** This school-enterprise offers students a well-rounded education that combines traditional classroom learning with practical hands-on experience.

They not only gain theoretical knowledge but also acquire real-world skills in dairy product production, setting them apart from graduates of conventional educational programs.

**Industry Integration and Expertise:** By partnering with RATRACCC, the school-enterprise brings the expertise of a successful dairy company into the classroom. Students benefit from the knowledge and insights of industry professionals, ensuring that their education is highly relevant and industry aligned.

**Economic Empowerment:** The initiative empowers students by equipping them with marketable skills. Graduates are not only capable of producing dairy products but also have the potential to become entrepreneurs, generating their own income streams. Additionally, the increase in production capacity creates job opportunities within the community, reducing unemployment.

**Resource Sustainability and Self-Sufficiency:** The hybrid resource model ensures the program's sustainability. Revenue generated from product sales helps cover operational costs, reducing dependency on external funding sources. This self-sufficiency sets it apart from programs reliant solely on grants or donations.

In summary, the unique value proposition of this school-enterprise is the fusion of education, industry expertise, community involvement, and sustainability. It not only prepares students for successful careers but also addresses unemployment, promotes affordable and nutritious food options, and fosters a sense of shared responsibility within the community. This holistic and innovative approach sets it apart as a transformative educational initiative with far-reaching benefits.



## 5.2 DEKWENEH TECHNICAL SCHOOL & MDCN COMPANYSCHOOL – ENTERPRISE MODEL

The Public Vocational School in Al Sanayeh, Beirut, with its rich history as one of the region's oldest technical institutions, underwent a significant transformation when Mrs. Antoinette Khanfour became its director in 2010. Despite limited resources, she collaborated with private companies and donors, leading to the establishment of production factories, with a particular focus on carpentry due to its market demand, especially post the Beirut Blast. Mrs. Khanfour revamped the curriculum with support from GIZ and created a co-production unit with Kamil of Menuiserie et Decoration Camile Nasser (MDCN) by repurposing underutilized school facilities. The school also participated in the Social Justice Incubation Programme with COSV, aligning its efforts with broader social and economic development goals. Mrs. Khanfour's leadership transformed the school, providing practical education and addressing local job market needs.

**Stage:** Start-Up

**Location:** Ajaltoun

Menuiserie et Decoration Camile Nasser (MDCN) in partnership with Ecole des arts et métiers-Dekweneh (Public Vocational School)

### **Social Enterprise Model (ICSEM, standard):**

PSE Public-Sector Social enterprise results from a movement towards the marketisation of public services which embraces "public-sector spin-offs"

### **Collaborative Model:**

Public VTI (vocational technical institute) and SMÉs.

### **Current Services offer**

The school-enterprise, under the leadership of Mrs. Antoinette Khanfour and its collaboration with private companies, offers a range of services and products that cater to both the educational and market demands.

**Carpentry Workshops:** The school's carpentry program includes hands-on workshops where students learn the art of woodworking. They gain practical experience in crafting furniture, cabinets, and other wooden products.

**Production Factories:** The establishment of small production factories within the school's premises allows students to apply their skills in a real-world setting. These factories produce a wide range of wooden products, such as furniture, decorative items, and construction materials, which can be sold in the market.

**Custom Woodworking Services:** The school-enterprise may offer custom woodworking services to external clients. This includes creating bespoke wooden items or providing carpentry services for specific projects, catering to the unique needs and preferences of customers.

**Curriculum Development:** To ensure that the vocational training remains relevant and up-to-date, the school continually updates and adapts its BT curricula. This ensures that students are equipped with the most current industry knowledge and skills.

**Market-Ready Graduates:** By focusing on vocational training in high-demand fields like carpentry, the school ensures that its graduates are well-prepared to enter the job market. This not only benefits the students but also contributes to addressing the skilled labor shortage in the local market.

**About SJIP:** Under the Social Justice Incubation Programme (SJIP), the partners received a grant of \$42,000 to cover the expenses for renovating the carpentry facility. Their plan includes organizing four Train-the-Trainer (TOT) sessions, with each session training a minimum of eight trainers. These teachers will receive compensation for instructing the students, with a goal of training between 40 to 60 students in total. This training will accumulate approximately 120 to 150 hours of instruction. Furthermore, the partners aim to commence the sale of carpentry products and potentially employ some of the trained students in their future projects.

**Impact  
(2022-2023)**

The collaboration between the school and the company has had a significant and multifaceted impact on both educational and economic fronts. Here's an elaboration of the impact:

**Machinery and Equipment Procurement:** The joint effort enabled the selection, procurement, and setup of the necessary machinery and equipment required for the school-enterprise's operations. This infusion of modern equipment not only enhanced the quality of education but also facilitated the production of high-quality carpentry products.

**Staff Training:** Eight staff members were trained to proficiently handle various activities related to teaching students how to produce and design wooden items, such as tables, chairs, and other pieces of furniture. This training not only improved the skills of the staff but also ensured that students received expert guidance.

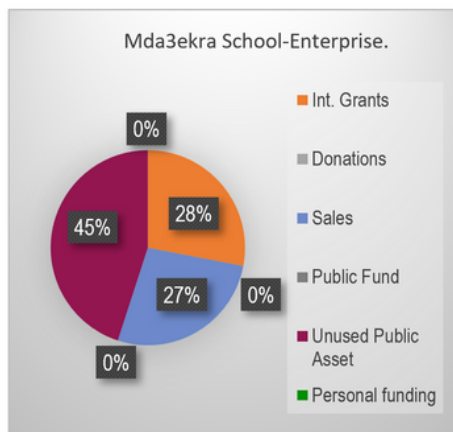
**Diversification of Projects:** The school-enterprise has expanded its operations to encompass four distinct projects. This diversification demonstrates their adaptability and responsiveness to market demands, allowing them to cater to a broader range of customers and needs.

**Revenue Generation:** With the successful execution of projects and the sale of carpentry products, the school-enterprise has started to generate revenues. These funds are being reinvested into the facility, thus ensuring its sustainability, as well as into the procurement of raw materials to support ongoing production.

**Student Employment:** In a noteworthy development, the school has provided employment opportunities to two of its students to work on one of the projects. This not only serves as an income source for the students but also serves as a practical application of the skills they acquired during their training. As revenues continue to grow, the school expects to employ more students, contributing to local employment opportunities.

**Brand Registration:** The school is actively working with the support of the COSV legal team to register its brand as "Arts & Crafts Woodwork (ACW)." This step is vital for establishing a distinct identity in the market and elevating the reputation of the school-enterprise's products..

<b>SDGs target</b>	SDG 4 Quality Education SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	11330 Vocational Training 11110 Education policy and administrative management 11120 Education Facilities and Training 25040 Responsible Business Conduct



**The hybrid resource model of Arts & Crafts Woodwork (ACW) school-enterprise** combines traditional education with modern equipment and experienced staff. Financially, grants, donations, and revenue from diversified projects sustain operations. Human resources include dedicated teachers, skilled students, and private company partnerships.

Collaborations with COSV and the Social Justice Incubation Programme provide support and guidance. ACW's revenue streams, including product sales and custom woodworking services, ensure financial stability. Additionally, they employ trained students and work on brand development, registering as "Arts & Crafts Woodwork (ACW)." This integrated approach blends education, finances, and partnerships, enriching vocational training and fostering community empowerment.

The unique value proposition of the Arts & Crafts Woodwork (ACW) school-enterprise model lies in its multifaceted approach, bridging education and industry while making a positive impact on various fronts:

**High-Quality TVET Education:** ACW offers top-tier vocational education, equipping students with modern skills and expertise through a combination of traditional curriculum and hands-on training with state-of-the-art equipment.

**Real-World Experience:** By operating production factories, ACW provides students with valuable real-world experience, making them job-ready and highly competitive in the carpentry and woodworking industry.

**Sustainable Funding:** ACW's diversified revenue streams, including product sales and custom woodworking services, ensure the financial sustainability of the institution, reducing its dependence on external funding.

**Employment Opportunities:** ACW actively employs its own students, creating immediate job opportunities upon graduation and contributing to local employment, particularly crucial in the aftermath of the Beirut Blast.

**Community Impact:** The school-enterprise model enhances community development by producing marketable products and providing skilled labor for reconstruction projects, aligning with broader social and economic goals.

**Industry Collaboration:** ACW's partnership with a private company brings industry expertise, mentorship, and access to market insights, ensuring that students receive training aligned with market demands.

**Brand Identity:** ACW's effort to register its brand "Arts & Crafts Woodwork (ACW)" enhances its reputation and recognition in the market, further adding value to its products and services.

**Empowerment Through Skills:** ACW empowers students by imparting practical skills, contributing to personal growth, self-sufficiency, and the development of a skilled workforce in the local community.

In summary, the unique value proposition of the ACW school-enterprise model lies in its ability to simultaneously provide top-notch technical education, foster financial sustainability, create employment opportunities, contribute to community development, and establish strong industry partnerships. This holistic approach not only benefits students but also makes a positive societal and economic impact.



### 5.3 BATLOUN TECHNICAL INSTITUTE & LA BELLE BLANCHE COMPANY – SCHOOL-ENTERPRISE MODEL

The School-Enterprise model being implemented through this initiative represents an innovative and mutually beneficial partnership between the Batloun Technical Institute and La Belle Blanche LLC. Under the project "Mda3ekra" and with the support of the SJIP, the school is repurposing its unused facilities to establish a cheese production unit. What sets this model apart is its commitment to student involvement in the production process. By actively engaging students in cheese production, the initiative not only equips them with practical skills but also enhances the quality of Technical and Vocational Education and Training (TVET) by providing a real-market learning environment. La Belle Blanche's expertise in the cheese industry enriches the project, ensuring its success.

The final touch is the distribution of the cheese through La Belle Blanche's market channel, a brilliant way to transform educational outcomes into a sustainable source of revenue for the school, further improving TVET opportunities and school governance. This School-Enterprise collaboration exemplifies a forward-thinking approach to education and industry partnership, benefiting both students and the community

**Stage:** Start-Up      **Location:** Batloun Chouf District Lebanon

**Websites:** [La Belle Blanche](#) [Batloun Technical Institute](#)

#### Social Enterprise Model (ICSEM, standard):

PSE Public-Sector Social enterprise results from a movement towards the marketisation of public services which embraces "public-sector spin-offs"

#### Collaborative Model:

Public VTI (vocational technical institute) and SMEs.

**About SJIP:** Before the specific partnership related to SJIP, The Volunteer Circle and Jobs for Lebanon occasionally collaborated during crisis relief efforts. Now, their collaboration has evolved into a more structured and strategic partnership aimed at providing comprehensive training to volunteers. This training is geared toward equipping them with the essential soft skills required for success in their chosen professions, ensuring a brighter future for youth in the MENA region.



Jobs for Lebanon's role includes offering training and counseling to match young individuals with available jobs in the market, enhancing their employability and overall prospects. Together, they are pioneering a new model of employability that addresses the evolving demands of the post-pandemic world and connects volunteers with potential employers, marking a significant step towards a brighter future for the region.

### Current Services offer

The school enterprise created by the collaboration between the Public Vocational School of Aljatoun and RATRACCC company offers a comprehensive range of services and products aimed at enhancing the skills and knowledge of students while also contributing to the growth of the dairy industry. Here's an elaboration of the services and products offered:

**Dairy Product Training Programs:** The school enterprise provides specialized training programs for students interested in the dairy industry. These programs cover various aspects of dairy product production, including cheese, yogurt, and other dairy items. Hands-on training is a core component, allowing students to gain practical experience using the equipment and facilities provided by RATRACCC.

**Curriculum Development:** The collaboration involves the development of a tailored curriculum, designed to align with industry standards and best practices in dairy production. The curriculum ensures that students receive a well-rounded education in dairy technology, including quality control, safety regulations, and sustainable practices.

**Industry Expertise:** Students have access to experts and professionals from RATRACCC who share their knowledge and experiences, providing valuable insights into the dairy industry. Regular workshops, seminars, and guest lectures further enhance students' understanding of the field.

**Internship Opportunities:** Students are offered internships or work-study programs at RATRACCC, allowing them to apply their classroom learning in a real-world industrial setting..

**Research and Development:** The collaboration may involve joint research and development projects between the school enterprise and RATRACCC. This can lead to innovation in dairy product manufacturing techniques, quality improvement, and product diversification.

**Product Sales:** The dairy products produced through this collaboration, such as fresh white cheese, can be marketed and sold to generate revenue. Revenue generated from product sales can be reinvested into the program to enhance facilities, equipment, and educational resources.

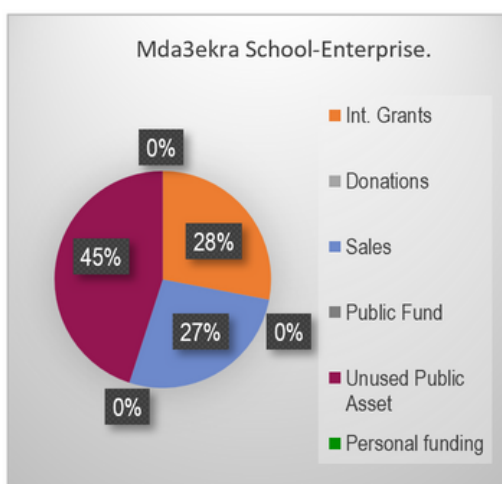
### Impact (2022-2023)

**Skill Development and Employment Opportunities:** The initiative has been instrumental in developing practical skills among students. Through training and active involvement in cheese production, 83 students have acquired valuable expertise in dairy production. This practical education has translated into real employment opportunities, with one student already employed by Batloun Dairy factory, showcasing the direct and immediate impact of the program on students' career prospects. The fact that more students are expected to join the workforce soon underscores the sustainability and success of the initiative in bridging the gap between education and employment.

**Support to Local Farmers:** The project goes beyond just student training. It has extended its reach to the community by providing special training to five local farmers in milk production. This support enhances the local agricultural sector and contributes to the overall economic development of the region. As these farmers improve their milk production skills, they can contribute to the sustainable supply of milk for cheese production.

**Product Diversification and Market Access:** The collaboration with La Belle Blanche has enabled the production of a unique Labne cheese product called "Mda3ekra." This product diversification not only adds value to the initiative but also creates a niche market opportunity. La Belle Blanche's support in distributing the products to four selling points expands market reach and introduces fresh Labne to a wider audience. This not only generates revenue but also showcases the quality and versatility of the cheese produced under the project.

	<p><b>Industry Expertise Transfer:</b> The partnership with La Belle Blanche has been pivotal in transferring industry expertise to the school and the students. This knowledge transfer ensures that the cheese production activities meet industry standards and best practices, enhancing the overall quality of the cheese produced.</p> <p><b>Community Development:</b> Beyond education and employment, the initiative contributes to the development of the local community. It creates economic opportunities, enhances the skill set of local farmers, and introduces new products to the market. This, in turn, fosters a sense of community engagement and growth.</p>
<b>SDGs target</b>	SDG 4 Quality Education - SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	11330 Vocational Training 11110 Education policy and administrative management 11120 Education Facilities and Training 25040 Responsible Business Conduct



**The hybrid resource model of the School-Enterprise "Mda3ekra"** is a pioneering approach that holds the promise of not only revolutionizing education but also positively impacting public governance for vocational and technical institutes (VTIs). This innovative model exemplifies the power of collaboration, demonstrating how public institutions like Batloun Technical Institute can engage external partners effectively to elevate their educational standards and financial sustainability.

By closely collaborating with the private sector represented by La Belle Blanche LLC, the VTI enhances the quality of Technical and Vocational Education and Training (TVET), offering students a curriculum that aligns with real-world industry practices. Simultaneously, the initiative's revenue generation potential through unique product sales reinforces responsible resource management, alleviating governance expenditure burdens. This holistic approach extends its benefits beyond education to empower local industry growth, provide a talent pipeline for La Belle Blanche, and contribute to economic development.

**The unique value proposition of the School-Enterprise "Mda3ekra"** initiative lies in its innovative approach that seamlessly integrates education, industry, and sustainability. Here's an elaboration of its distinct advantages:

**Hands-on Learning and Industry Alignment:** "Mda3ekra" offers students a rare opportunity for hands-on learning in a real-market environment. This practical experience equips them with valuable skills and knowledge that are directly aligned with the cheese production industry. The curriculum is designed to meet industry standards, ensuring that graduates are job-ready, thereby bridging the gap between education and employment.

**Collaboration with Private Sector:** The partnership with La Belle Blanche LLC brings unparalleled industry expertise and resources to the table. This collaboration enriches the educational content and mentorship, allowing students to learn from professionals with real-world experience. It demonstrates how public institutions can effectively engage with the private sector to enhance education.

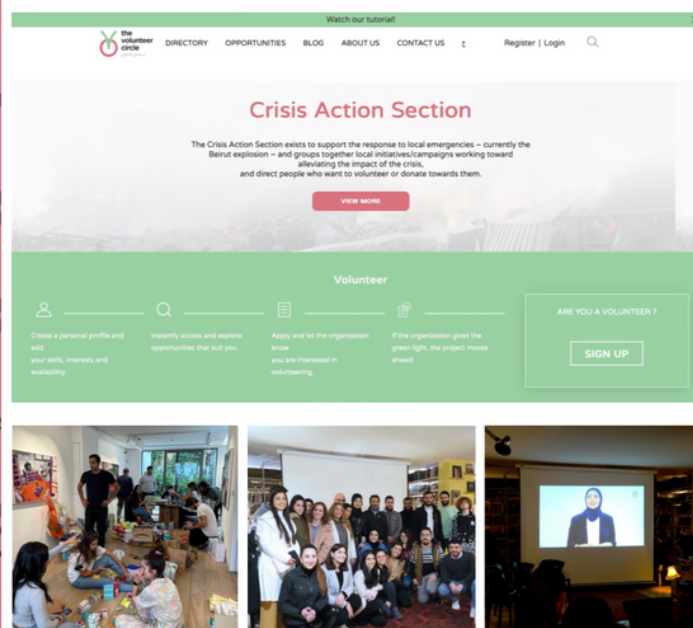
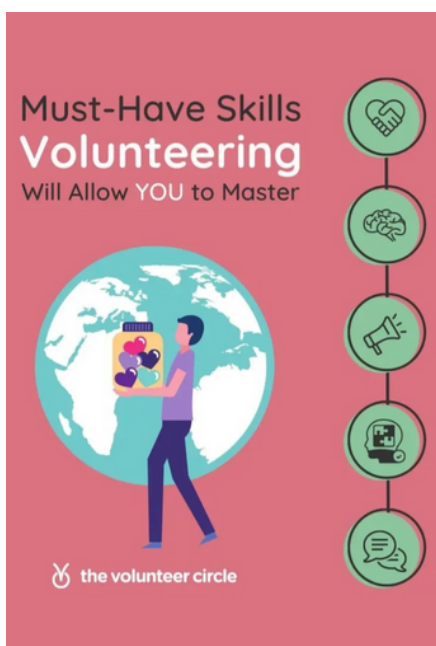
**Financial Sustainability:** One of the standout features of "Mda3ekra" is its potential for revenue generation through Labne product sales. This innovative approach to funding education not only eases governance expenditure burdens on the public sector but also promotes financial sustainability. It showcases responsible resource management and self-sufficiency in education.

**Market Diversification:** The unique Labne product "Mda3ekra" introduces a niche offering to the market, diversifying the product portfolio. This diversification can lead to increased market share and revenue opportunities for La Belle Blanche, demonstrating the advantages of industry collaboration with educational institutions.

**Community and Economic Impact:** Beyond education, the initiative positively impacts the local community. It supports local farmers through specialized training and contributes to economic development. The emphasis on community engagement fosters a sense of social responsibility and growth.

**Talent Pipeline:** La Belle Blanche gains access to a pool of well-trained graduates who are familiar with the company's operations and standards. This serves as a valuable talent pipeline, potentially reducing recruitment and training costs for the private sector partner.

**Innovation in Governance:** The initiative showcases a new governance model for VTIs, emphasizing the potential for public-private collaboration to enhance educational quality and financial sustainability. It serves as a model for future governance improvements in vocational and technical institutes.



## 5.4 THE VOLUNTEER CIRCLE

**How it started:** The Volunteer Circle, established in 2017 by two visionary women - a social entrepreneur and a third sector professional - has been dedicated to reshaping the landscape of volunteerism in the Middle East. Their mission was clear: to demonstrate that volunteering can be accessible, meaningful, and beneficial on a national scale, providing an enriching experience that contributes to personal growth.

Over the years, The Volunteer Circle has been at the forefront of changing the traditional approach to seeking volunteer opportunities in the Middle East. They firmly believe that every individual possesses the capacity to make a meaningful contribution to the social development of the MENA region in their own unique way. The organization acts as a bridge, connecting people who want to help with the numerous needs present within our region. Through this collaboration, the collective efforts of The Volunteer Circle and Jobs for Lebanon are harnessed to create a more powerful and impactful force. Together, they aspire to contribute to a sustainable planet and a more humane lifestyle where no one is left behind. This partnership focuses on narrowing the skills gap through online volunteering opportunities. These opportunities not only offer valuable remote work experience, but also help individuals develop essential soft skills. The ultimate goal is to prepare volunteers for remote job opportunities, which are increasingly relevant in a post-pandemic world where new job types and adaptability are in high demand.

**Stage:** Growth      **Location:** Lebanon

**Websites:** [🔗 The volunteer circle](#) [🔗 Jobs for Lebanon](#)

**Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial not for profit.

**Collaborative Model:**

The Volunteer Circle (Non-Profit Social Enterprise, registered in Lebanon) in partnership with Jobs for Lebanon Company (Non-Profit Social Enterprise registered in the USA)

**About SJIP:** Before the specific partnership related to SJIP, The Volunteer Circle and Jobs for Lebanon occasionally collaborated during crisis relief efforts. Now, their collaboration has evolved into a more structured and strategic partnership aimed at providing comprehensive training to volunteers. This training is geared toward equipping them with the essential soft skills required for success in their chosen professions, ensuring a brighter future for youth in the MENA region.

**Current Services offer**

The Volunteer Circle offers a comprehensive range of services, designed to facilitate impactful and purpose-driven volunteer experiences:

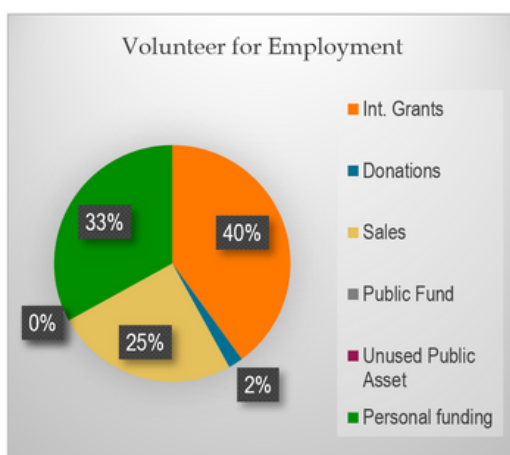
- 1. Job and Volunteer Matching:** Their core service focuses on connecting skilled volunteers with organizations that require their specific skills and expertise. This personalized matching ensures effective and fulfilling placements for volunteers.
- 2. Training Programs:** Through initiatives like SJIP, The Volunteer Circle provides in-depth training programs for individuals actively seeking job opportunities. These programs equip candidates with relevant skills and knowledge, preparing them for success in various professional fields.
- 3. Diverse Fields:** The organization caters to a wide spectrum of industries, acknowledging the diversity of talent and expertise. This inclusive approach enables it to connect volunteers and organizations across various sectors.
- 4. Minimum Commitment:** The Volunteer Circle values meaningful contributions, emphasizing a minimum 40-hour volunteering commitment. This ensures volunteers can make a substantial impact, fostering deeper engagement and skill development.
- 5. Personal and Professional Growth:** Beyond matching, The Volunteer Circle prioritizes personal and professional growth for volunteers. It believes in a reciprocal relationship where volunteers not only contribute, but also gain valuable skills and experiences to enhance their careers.

**Impact  
(2022-2023)**

The collaboration between The Volunteer Circle and Jobs for Lebanon has yielded significant and multifaceted impacts on various fronts. Here is an elaboration of the impact of this collaboration:

- 1. Volunteer Matching Success:** Through their joint efforts, The Volunteer Circle and Jobs for Lebanon have successfully matched over 8,000 volunteers with opportunities that align with their skills and passions. This not only helps volunteers find meaningful roles, but also ensures that organizations in need of specific talents can readily access them. This matchmaking process has greatly improved the efficiency of volunteer placements.
- 2. Employment Opportunities:** The collaboration has not only focused on volunteerism but has also extended to job placement. Over 100 talented individuals have been connected with job opportunities in high-demand fields such as Data Science, Web and Cyber Security, Healthcare, Project Management, Business Development, Graphic Design, Finance, and Accounting. This has contributed to reducing unemployment and providing career opportunities for those in need.
- 3. Cost Savings:** The impact extends to the financial realm as well. The volunteers engaged through this collaboration have contributed significantly to cost savings for local authorities in Lebanon, amounting to \$3,000,000 over a span of three years. This financial relief is especially vital for Lebanon, which has faced economic challenges, and it demonstrates the tangible benefits of volunteerism.
- 4. Community Reach:** The collaboration's collective efforts have touched the lives of approximately 1,500,000 individuals in Lebanon. This impact extends beyond just the direct beneficiaries but also ripples through communities, creating positive change and addressing critical needs.

	<p><b>5. Efficient Talent Pool:</b> The Volunteer Circle and Jobs for Lebanon have created an efficient talent pool comprising volunteers who have successfully completed a minimum of 40 hours of volunteering. This pool consists of individuals with demonstrated dedication and skills, making them attractive candidates for both volunteering and job opportunities.</p> <p><b>6. Target Audience Catering:</b> The collaboration has successfully catered to a wide range of organizations, particularly Start-Ups, SMEs, and NGOs. These organizations often lack dedicated HR departments and require affordable and rapid access to skilled candidates who share their mission. The collaboration has streamlined the screening process, providing these organizations with readily available talent aligned with their needs.</p> <p><b>7. Diverse Partnerships:</b> The partners involved in this collaboration span a diverse range of sectors and entities, including hub organizations, educational institutions, event management firms, art centers, museums, food and beverage businesses, and B2B companies.</p>
<b>SDGs target</b>	SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	16020 Employment Creation 150 Government and Civil Society



**The Volunteer Circle's hybrid resource model** is built on collaboration, data-driven decision-making, skills development, and financial sustainability. It partners closely with stakeholders to advocate for systemic change, utilizing research and data to inform policies. Skills development initiatives, including masterclasses, enhance employability.

Diverse revenue streams, such as subscription services and job matching, ensure financial stability, while flexibility and a focus on continuous learning within their network foster adaptability. Additionally, it prioritizes alumni development to maintain a strong, sustainable presence in driving social impact

### Next Plans: Advocacy and Sustainability

The Volunteer Circle's sustainability plan focuses on:

- **Advocacy for Change:** Centered on collaboration, research, and skills development, the organization drives systemic change by emphasizing the value of skilled volunteers.
- **Stakeholder Engagement:** Collaboration with partners and stakeholders expands its reach and resources, fostering a robust network of support
- **Data-Driven Decisions:** Research and data collection inform strategic decisions, enabling adaptation to evolving needs and demonstrating impact.

- **Skills Development:** By promoting employability through skills development, the organization ensures long-term relevance.
- **Financial Diversification:** Diverse revenue streams, including volunteer subscriptions and job matching services, ensure financial stability.
- **Flexibility and Learning:** A commitment to adaptability and shared responsibility enables effective responses to changing circumstances.
- **Strong Alumni Network:** Cultivating a sustainable alumni network fosters ongoing community support and impact.

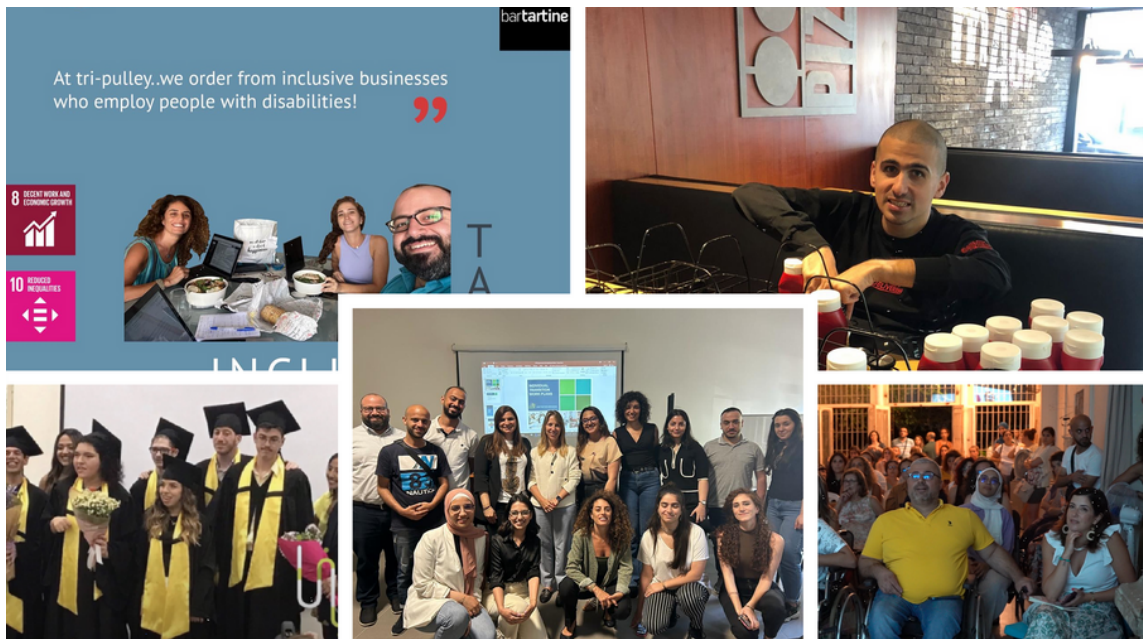
**The Volunteer Circle's unique value proposition** lies in its ability to provide community organizations with passionate, well-rounded candidates who are not only technically skilled, but also deeply committed to community involvement. Their flexible on-demand hiring model, combined with efficient processes, makes them a valuable resource for organizations seeking talented individuals to support their mission.

**1.Mission Alignment:** We match organizations with volunteers who share their mission, ensuring a deeper connection and commitment.

**2.Holistic Skills:** Our focus extends beyond technical skills to encompass soft skills and community engagement, presenting organizations with well-rounded candidates.

**3.Flexible Hiring:** We provide an on-demand hiring model, offering flexibility for organizations with immediate staffing requirements.

**4.Efficiency and Savings:** Our streamlined process includes pre-screened candidates, reducing recruitment time and costs compared to traditional methods.



## 5.5 TRI-PULLEY

**How it started:** As a response to the Crisis in 2020, Lamia Karkour who works in the development sector and with refugees in Europe, decided along with Nadine Hassan to help in changing the charity mentality, and they funded Tri-pulley NGO. Tri-Pulley is an initiative that is trying to “pulley” vulnerable families in Tripoli and those affected by the Beirut explosion by matching unemployed skilled individuals with other vulnerable families and small enterprises. Tri-pulley works on creating paid part-time and temporary job opportunities for skilled individuals who will in return service, for free, other vulnerable families, small businesses, NGOs or initiatives. Thus, individuals servicing under Tri-pulley contribute to solving or mitigating a social problem when matched with an individual or entity needing their skill. Under the SJIP, they partner with USJ Université Pour Tous/ which welcomes people with disabilities for a 2-year university program, to scale up this approach by targeting job inclusion of person with Disabilities. We started collaborating with Université Pour Tous since 2021, by supporting 7 of their graduates who were placed in different businesses and industries (catering, hotel, florist, educational institute, and own brand of handmade bags). The SJIP is a continuation of a pilot initiative prescribed within a doctoral action research project led by Khawam, G. in collaboration with Tri-Pulley, USJ- UPT and ProAble. The action research initiative aimed at increasing job readiness for youth with intellectual disabilities in Lebanon, by co-developing a contextualized model of supported employment in Lebanon. Such a model capitalizes on the role of trained job coaches who would facilitate the transition of youth with ID from education to employment and be the intermediary between the prospective employees and their employers. Given the deep economic crisis Lebanon is going through, this model maximized the use of financial incentives towards affirmative action to facilitate the access of youth into the competitive open job market

**Stage:** Start-up      **Location:** Tripoli, Lebanon

**Websites:** [🔗 Tripulley](https://www.tripulley.org/)

**Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial No profit - non-profit organization, acting as general-interest association (GI- Assoc.) that is developing any type of earned income activities in support of its social mission, by maintain strong advocacy and community engagement capacity.



## Collaborative Model:

Tri-pulley (NGO) Université Pour Tous – USJ (private university)

### Current Service and Product offer:

**1 - Creating Temporary Jobs for a Social Cause:** Our core mission centers around the creation of temporary employment opportunities for skilled individuals. We are deeply committed to reducing dependency on external aid systems and empowering individuals to become self-reliant contributors to their communities. 6-month employment gives the skilled individuals enough time to gain experience, improve their psychological state, and search for a more sustainable long-term job.

**Monthly Payment:** 40\$ for a few hours per week (depending on the type of services provided), in addition to providing the material needed to carry out the services during the 6 months.

**Services rendered:** They can be in any social sector, such as education, health, elderly support, environment, violence prevention, citizenship, support to businesses and social enterprises..

**Professional skills upgrade:** In addition to the monthly payment, the skilled individual receives on-the-job training and coaching on related soft skills, CV write-up and review, interview techniques, and job search process and resources, and is linked to training and the job market through forwarding relevant job vacancies and training offers. They also receive a recommendation letter at the end of their job placement. All those services increase their professional skills and their probability of getting employed in the long term.

**Visibility and networking:** The skilled individual also benefits from the visibility and exposure Tri-pulley provides, as well as from its wide network of partners. Tri-pulley coordinates closely with several local and national NGOs on referrals, being the main source of employment for the beneficiaries of the initiative.

**2 - Social Enterprise Support (SESO):** As a Social Enterprise Support Organization (SESO), we actively extend our support to other social enterprises. By doing so, Tri-pulley contributes to the growth and sustainability of these enterprises by reducing their operational costs.

**3 - Socially and Environmentally Responsible Products and Services:** Complementing our social impact initiatives, we offer a diverse range of income-generating, socially and environmentally responsible products and services. These include engaging games, thoughtful gifts, and captivating events designed to cater to various segments of our community, businesses, NGOs, tourists, and Lebanese expatriates. Most importantly, what we provide not only brings joy to consumers, but also enhances the Lebanese economy since the proceeds generated contribute directly to the creation of additional temporary job opportunities.

**Rally Paper Events:** We organize events that focus on social topics and job creation. These events are designed to be duplicated.

**Tote Bags Sales:** Our "I helped create a job in Lebanon" tote bags are sold mainly to the Lebanese diaspora and at Christmas exhibitions. These eco-friendly bags are procured from an environmental social enterprise supported by Tri-pulley.

**Gift Cards:** We offer gift cards featuring artwork donated by amateur and professional artists. People can purchase these cards as a donation to Tri-pulley and offer them as gifts on special occasions.

**"Let's Talk About Jobs" Movie Screening:** We host periodic movie screenings with panel discussions, shedding light on various job-related topics.

**Tri-pulley Airlines Rally Paper:** In 2022, we organized a virtual rally paper event with over 100 Lebanese diaspora participants, and there are plans to repeat it next year.

**International Events:** Ongoing international events that foster engagement and support for our cause.

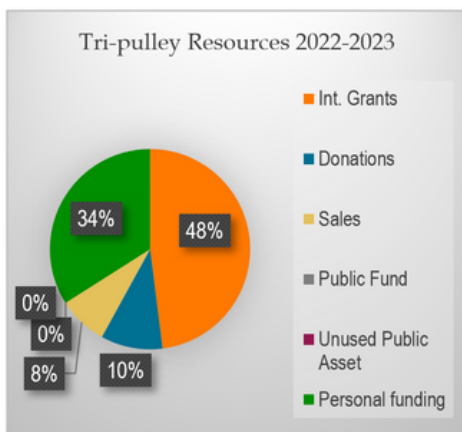
**Birthday Fundraisers:** We encourage and support birthday fundraisers for Tri-pulley as an ongoing initiative.

**Tri-pulley Mina Game:** Launched in July 2023, this outdoor scavenger game allows people to explore Tripoli's Mina area and learn about the jobs created by Tri-pulley. Other games are currently in development: Tri-pulley Souk game, and Beirut demarcation Line game - those can be used by locals and foreign tourists - as well as team building activities for companies/NGOs, or simply as an excursion with friends.

**About SJIP:** Under SJIP, the partners received a grant of \$19,995.01 to identify skilled individuals and place them in jobs. They match disabled graduates with job trainings and employment, and they provide follow up, coaching, and support for the trainees and employers.

SJIP helped us with the provision of networking opportunities and collaborative exchange, the creation of PWD support guidelines and consolidation of our work with PWD, the provision of training opportunities that improved our work, the improvement of our internal procedures by adopting financial and administrative requirements of the project to other projects, and with the provision of the valuable guidance of our coach.

<p><b>Impact (2022-2023)</b></p>	<p>Under the SJIP, 35 jobs were created and the inclusion of students from various institutions, such as USJ, demonstrates a commitment to inclusivity. The jobs included roles in restaurants like Roadster and Pizza Hut, online support, teaching sign language in schools, photography, and more. Individuals with disabilities are improving their professional skills, gaining self-confidence, and experiencing a sense of belonging and independence.</p> <ul style="list-style-type: none"> <li>• 34 CVs upgraded (A job coach did not want this service.)</li> <li>• 50% found other jobs during or after our support.</li> <li>• 10 of the skilled individuals, considered as PWD, remained employed either on full-time or part-time basis with the businesses that Tri-pulley placed them with.</li> <li>• 6 are open to/are receiving freelance work after being prepared for freelance work through Tri-pulley, and promoted in different ways to partners and on social media.</li> </ul>
<p><b>SDGs target</b></p>	<p>SDG 10 Reduce Inequalities SDG 8 Decent Work and economic Growth</p>
<p><b>POLICY sector OECD-DAC</b></p>	<p>16020 Employment Creation 25040 Responsible Business Conduct 114 Post-Secondary Education</p>



### The Tri-Pulley Hybrid Resources model

In a non-profit social enterprise dedicated to fostering the inclusion of persons with disabilities in the job market, fundraising serves as a strategic and empowering tool rather than a weakness. This approach highlights the commitment to a mission-driven cause and emphasizes community engagement, corporate partnerships, and impact measurement.

Fundraising not only sustains the enterprise financially, but also fosters community empowerment, collaboration, and advocacy. It allows the enterprise to grow sustainably, maintain transparency, and attract support from individuals and corporations aligned with the social mission. In essence, fundraising becomes a catalyst for positive social change, demonstrating the enterprise's dedication to creating impact beyond financial gains.

### Next Plans and Sustainability

In addition to receiving funds and grants from institutions and private donors, Tri-pulley developed and implemented a sustainable and socially responsible fundraising system that can cover staff cost and maintain our ongoing activities.

Tri-pulley has been investing in gradually building its model, strategy, structure, SOPs, M&E tools, communication strategy, reputation, credibility, network, partnerships, community, and a qualified team. These investments started to clearly yield results, tangible through the achievements we have reached, the donors we have attracted, and the feedback we have received (Newsletter), which will also safely pave the way for a well-planned future. Since the initiation of Tri-pulley, our team has organized innovative and meaningful fundraising activities and events aligned with our identity to ensure the continuity of the mission: an online rally Paper for the Lebanese Diaspora, sale of upcycled tote bags made by a women-led business, e-cards (drawings made by Lebanese artists and amateurs) that can be bought by people as a gift/ donation to Tri-pulley and offered to their loved ones on special occasions throughout the year, a rally paper on bike to kickstart in a creative way the dialogue on the civil war, an Outdoor team building game in Tripoli that would allow people to play while discovering the wealth and hidden gems, targeted specifically for businesses, movie projections with a social topic, as well as tailored CSR events modules. The mentioned tested products will be scaled up with a marketing strategy, while other ideas / projects are at the development and testing stages, where people engaging in our revenue-generating activities can gain awareness of a social cause and become actively involved in addressing it; transforming them from mere customers into agents of positive change. In addition to that, Tri-pulley has been selected by other parties and individuals as their cause for their fundraising efforts such as the "Dame Des Cèdres" association in Montreal Canada.



## 5.6 THE STUDIO

**How it started:** The initiative initially began in 2012 under the name Women Workshop by our affiliated organization Basmeh & Zeitooneh Relief and Development. The primary goal was to offer economic empowerment opportunities to women facing challenging financial circumstances. However, by the end of 2018, funding for the Women Workshop program ceased, putting its existence in jeopardy. This posed a significant threat to the livelihood of 100 skilled refugee women who relied on it as their sole income source. Consequently, the workshop transformed into an independent and self-sustaining social enterprise known as The Studio. By December 2020, Shatila Studio had formally separated from Basmeh & Zeitooneh, becoming an independent entity with its own registration. The studio has trained 100 ladies on classic embroidery and Palestinian embroidery (cross stitch), and has 60 ladies who work in sewing, embroidery and crochet, and who want to upgrade their work to include e-commerce. Under SJIP, The Studio decided to Partner with Bqosta, an NGO that works on women empowerment and environmental concerns. They have had a project since 2017 to produce green products and train women to produce carpets, clothes, and other items. They use damaged fabrics and plastic in the atelier to produce products and reduce pollution. They have trained and empowered 35 women to have their own jobs. During the SJP, COSV provided an opportunity for the two NGOs to collaborate and form a model for training and income generation for forty-eight women. The Studio trainings and production were carried out inside Shatila Camp, and the BASD training was carried out inside BASD center in Sidon, South Lebanon

**Stage:** Start-up      **Location:** Saida and Beirut, Lebanon

**Websites:** [🔗 Shatila Studio](#)

### **Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial No profit. non-profit organizations, acting as general-interest associations (GI- Assoc.) that is developing any type of earned income activities in support of their social mission. They are also transforming into a social business (SB).

### **Collaborative Model:**

The Studio (NGO) in partnership with Bqosta Association for Social Development (NGO)

**Current Service and Product offer:**

The studio provides an Opportunity Makers program, dedicated to empowering women from marginalized backgrounds and transforming communities. Our mission is to create a world where women artisans thrive as entrepreneurial leaders.

**I. Product Offerings:**

**A. Fashion and Fashion Accessories:**

- Dresses: Handcrafted dresses that combine traditional craftsmanship with contemporary style, giving our customers a unique and socially conscious fashion choice.
- Abayas: Elegant and culturally diverse abayas designed by our artisans, showcasing their craftsmanship and creativity.
- Bags: A range of eco-friendly and stylish bags, from handbags to tote bags, perfect for the conscious consumer.

**B. Home and Accessories:**

- Cushion Covers: Artisan-made cushion covers that add a touch of culture and elegance to any home decor.
- Throw Blankets: Cozy and beautifully designed throw blankets, ideal for both warmth and aesthetics in your living space.
- Baby Blankets: Soft and lovingly crafted baby blankets, a perfect gift for newborns.

**C. Customized Guest Favors:**

We offer personalized guest favors for various occasions, including birthdays, weddings, and baby showers. These favors are not only unique, but also support our mission of empowering women.

**D. Bespoke Products:**

For customers looking for customized orders of a certain value, we provide bespoke products that cater to their specific needs, ensuring a unique and personalized experience.

**II. Services:**

**A. Collaborations with Clients and Designers:** We offer collaboration opportunities for clients and designers interested in working with us. Whether you're a business owner looking for a unique product line or a designer wanting to bring your vision to life, we are here to help.

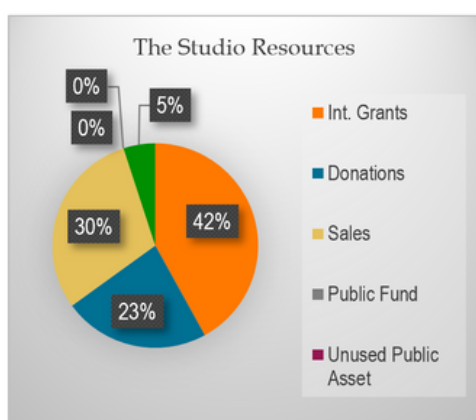
**B. Manufacturing for Businesses (Private/White Label):** We provide private label manufacturing services for businesses looking to develop their brand or line of products. Our artisans' skills and our commitment to quality ensure a seamless manufacturing process.

**About SJIP:** Under SJIP, the partners received a grant of \$20,120 to reach 48 women, and provide eight artisanal skills training sessions for 16 beneficiaries distributed among the following three classes (embroidery, pattern, crochet). They will conduct six business management training sessions for all the beneficiaries where each will attend two sessions on each of the following topics: accounting, business management, feasibility study. They will also provide all the beneficiaries with two training sessions on social media and marketing and on creating their own e-commerce.

During the SJIP, we had the opportunity to train the women on high level artisanal skills, which allowed us to produce more high-quality products, and increased the value of our products. We, as a team, also acquired new knowledge about these crafts during our observation of the training and had the opportunity to monitor the ladies' skills more closely, and on a professional level. During the program, we became aware that some of the ladies had the capability to evolve on different levels, not only on the artisanal level, but also on the accounting, social media, and marketing levels.

<p><b>Impact</b> <b>(2022-2023)</b></p>	<p><b>More than 150 Christmas Ornaments from the First Crochet Training:</b> The program's first crochet training not only equipped women with a valuable skill, but also resulted in the creation of over 150 unique Christmas ornaments. These handmade ornaments are not just decorations; they represent a source of income, pride, and creativity for the women who made them.</p> <p><b>10 Abayas from Pattern Making and Tailoring Training:</b> The pattern making and tailoring training empowered women to design and create their own abayas. These 10 abayas are a testament to their newfound skills and entrepreneurship, showcasing their potential to succeed as fashion designers.</p>
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	<p><b>6 Blankets from the Second Crochet Training:</b> The second crochet training session allowed women to expand their crochet skills, resulting in the production of six beautifully crafted blankets. These blankets are not only warm and cozy, but also carry the warmth of the artisans' determination and creativity.</p> <p><b>24 Women Empowered:</b> Beyond the tangible products, the program has empowered a total of 24 women by providing them with valuable skills, income-generating opportunities, and a sense of self-worth. These women are now equipped to support themselves and their families, and contribute to their communities.</p>
<b>SDGs target</b>	SDG 10 Reduce Inequalities SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	16020 Employment creation 11330 Vocational training 15170 Women's rights



**The Studio is currently implementing an Entrepreneurial Non-Profit (ENP) model at its inception phase.** This model emphasizes a commitment to social impact and community engagement, primarily facilitated through donations. However, the company's strategic approach involves incorporating a commercial aspect into its activities, which is anticipated to propel it swiftly towards a social business model.

This transition is expected to be facilitated by the increase in the sales of their fashion product line. By aligning commercial activities with social objectives, The Studio aims to establish a sustainable business model that not only generates revenue, but also maximizes positive societal outcomes

### Next Plans and Sustainability

The Studio is a social enterprise dedicated to empowering women artisans in Shatila refugee camp and South Lebanon. Through skill development and employment opportunities, we promote entrepreneurship and sustainable practices. We are rebranding to reach a wider audience, creating a vibrant and modern brand. We advocate for women's rights, community growth, and gender equality, using embroidery work as a means of storytelling and empowerment. Our mission is to create a tapestry of resilience and positive change while fostering a supportive learning experience and creating space for these women.

### The Studio: Unique value proposition

In the challenging context of the Shatila refugee camp, with its poverty, limited services, and unemployment, the Opportunity Makers program not only offers innovative solutions to societal and environmental issues, but also acts as a bridge for unity and cooperation among diverse communities.

By providing job opportunities, skills development, and fostering cross-cultural exchange and community outreach, the program plays a pivotal role in promoting positive change and sustainable development in the camp.

**1. Solving Societal and Environmental Problems:**

- Shatila Studio offers a range of sustainable and eco-friendly products, addressing societal and environmental challenges within the camp.
- By promoting sustainable fashion, upcycled crafts, artisanal products, and education/training materials, the studio contributes to waste reduction, environmental awareness, and skills development.

**2. Providing Job Opportunities:**

- The program employs women from diverse backgrounds, including Palestinian and Syrian refugees, and Lebanese host communities, fostering unity and collaboration.
- Job opportunities help vulnerable individuals access economic stability and financial independence.

**3. Skills Development:**

- Shatila Studio provides valuable skills training to women, enhancing their employability and enabling them to support their families and communities.
- This focus on skills development contributes to economic growth and poverty alleviation.

**4. Cross-Cultural Exchange:**

- The program promotes cross-cultural exchange and understanding by bringing together women from different backgrounds.
- By reducing tensions and building bridges between Palestinian and Syrian refugees, and Lebanese host communities, the studio fosters social cohesion.

**5. Community Outreach:**

- Shatila Studio engages both Palestinian and Syrian refugees, and Lebanese host communities in workshops and training sessions. These activities center on vital topics like waste management, sustainable agriculture, and entrepreneurship, raising social and environmental awareness, and encouraging cooperation.



## 5.7 TRIPOLI FILM FESTIVAL

**How it started:** The Tripoli Film Festival, hosted in Lebanon, is a significant cultural event that was founded by Elias Khlaf, a prominent activist on the cultural scene. Mr. Khlaf initiated the Winter Cultural Season in the Municipal Cultural Center of Tripoli, collaborating with the "Friends of Nawfal Palace." In 2013, he embarked on the journey of organizing the Tripoli Film Festival with the primary goals of connecting young filmmakers and talents on both the local and international stages, while revitalizing a cultural heritage that had been somewhat forgotten. This festival serves as a platform to exhibit the latest developments in the cinema industry and to pay tribute to distinguished filmmakers originating from Tripoli and Lebanon.

**Stage:** Growth      **Location:** Tripoli, Lebanon

**Websites:** [Tripoli Film Festival](#) [Shift Social Innovation Hub](#)

**Social Enterprise Model (ICSEM, standard):** Social Business (SB)

**Collaborative Model:**  
Tripoli Film Commission (NGO, under establishment); SHIFT (local NGO)

**Current Services offer**

The Tripoli Film Festival (TFF) offers a range of services and opportunities to filmmakers, cinephiles, industry professionals, and the local community. These services are designed to promote the festival's core objectives of enriching the cultural environment, promoting local artists, and branding Tripoli as a cultural and tourist destination. Here are some of the key services and offerings provided by the TFF:

- 1. Film Screenings:** TFF showcases a diverse selection of films from around the world, allowing audiences to experience a wide range of cinematic styles, genres, and narratives. These screenings provide an opportunity for film enthusiasts to explore and appreciate international and local cinema.
- 2. International Film Selection:** The festival curates an international selection of films, giving exposure to filmmakers from various countries and cultures. This selection promotes cross-cultural exchange and offers a platform for emerging talents.
- 3. Networking Opportunities:** TFF hosts events, workshops, and panels that facilitate networking and collaboration among filmmakers, industry professionals, and enthusiasts. This encourages knowledge sharing, collaboration, and the exchange of ideas within the film community.



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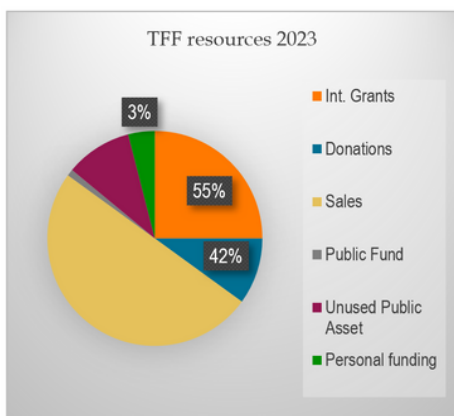
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- 3. Networking Opportunities:** TFF hosts events, workshops, and panels that facilitate networking and collaboration among filmmakers, industry professionals, and enthusiasts. This encourages knowledge sharing, collaboration, and the exchange of ideas within the film community.
- 4. Awards and Recognition:** The festival recognizes outstanding films and filmmakers through various awards categories, including Best Film, Best Director, Best Actor/Actress, and more. These awards celebrate excellence in cinema and provide filmmakers with recognition and exposure.
- 5. Local Artist Promotion:** TFF places a strong emphasis on promoting local artists and their contributions to the film industry. It provides a platform for filmmakers, actors, writers, and other creatives from Tripoli and Lebanon to showcase their work and talents.
- 6. Cultural Heritage Promotion:** The festival actively promotes the cultural heritage of Tripoli by featuring films that highlight the city's history, traditions, and unique identity. This helps preserve and celebrate the rich cultural heritage of the region.
- 7. Tourism Promotion:** TFF contributes to branding and marketing Tripoli and its surrounding region as a promising tourist destination. The festival's cultural and cinematic offerings attract visitors, supporting the local economy and tourism industry.
- 8. Online Editions:** As demonstrated in 2020, TFF is adaptable and committed to reaching its audience even in challenging circumstances. It offers online editions or virtual screenings to ensure that film enthusiasts can access its programming regardless of physical limitations.
- 9. Educational Programs:** The festival may organize educational programs, workshops, and seminars to promote film education and nurture emerging talent in the field of filmmaking. These programs aim to empower aspiring filmmakers with knowledge and skills.
- 10. Community Engagement:** TFF engages with the local community through outreach programs, screenings for schools, and initiatives that involve the residents of Tripoli. This fosters a sense of community and involvement in the festival's activities.
- 11. Sustainability and Development:** The festival collaborates with partners like SJIP to ensure its long-term sustainability and growth. This scientific collaboration contributes to the festival's development and planning, ensuring its continued success.

**About SJIP:** Under SJIP, the partners received a grant of \$25,000 to organize 2 editions of the Tripoli Film Festival. This festival takes place once a year for 8 days. Their primary goal is to establish a company and a non-governmental organization (NGO) with the aim of reviving a culture that has been lost in Tripoli. They also conduct three workshops throughout the year, in partnership with Shift organization, AUT University, and Lycée Alphonse de Lamartine. These workshops focus on image education and span four days each. Additionally, a Ciné-Club was organized during the winter and spring of 2023. SJIP played a crucial role in supporting and sustaining these activities and the organizational structure behind them.

### Impact (2022-2023)

Over the years, the Tripoli Film Festival has faced numerous challenges, but it has persevered and grown in stature. The first edition in 2014 was organized against all odds and featured an international selection of films. Subsequent editions welcomed international guests, international film selections, distinguished international juries, and aimed to maintain a high standard of professional organization.

	In 2020, the festival adapted to the COVID-19 pandemic by hosting an online edition, demonstrating its commitment to bringing the world of cinema to its audience. The festival's success and growth have been made possible through the support of partners, sponsors, dedicated staff, and volunteers. In September 2023, the Tripoli Film Festival celebrated its 10th edition milestone, marking a decade of cultural enrichment and cinematic excellence. Looking forward to 2024, the 11th edition is scheduled to take place from September 19 to 25, continuing the tradition of showcasing outstanding films and nurturing the cultural vibrancy of Tripoli. Additionally, the Tripoli Film Festival has taken a significant step towards ensuring its future sustainability by partnering with SJIP (Social Justice Incubation Program), which will contribute scientifically to the festival's development and longevity. This partnership reflects the festival's commitment to evolving and growing while maintaining its high standards and cultural objectives.
<b>SDGs target</b>	SDG 12 Responsible Consumption and Production SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	16066 Culture 16020 Employment Creation 332 Tourism 1606 Recreation and sport



**The Tripoli Film Festival (TFF) has adopted a versatile hybrid resource model that combines traditional funding sources with innovative approaches to ensure its enduring success.** Through diligent grant-seeking efforts and sponsorship collaborations, TFF secures essential financial backing from various organizations and partners. The festival's commitment to community involvement and volunteer engagement highlights its dedication to its mission while minimizing labor costs.

TFF also leverages community support and local partnerships, tapping into the wealth of resources and goodwill within its surroundings. By focusing on cultural preservation and environmental responsibility, TFF not only promotes its mission, but also attracts additional grants and sponsorships from culturally-minded and eco-conscious organizations. Furthermore, TFF explores diversified revenue streams, including merchandise, workshops, and virtual components, to bolster its financial stability. This multifaceted approach ensures that TFF remains a vibrant cultural and cinematic force, serving as a testament to its resilience and dedication to its audience and community.

### Next Plans and Sustainability

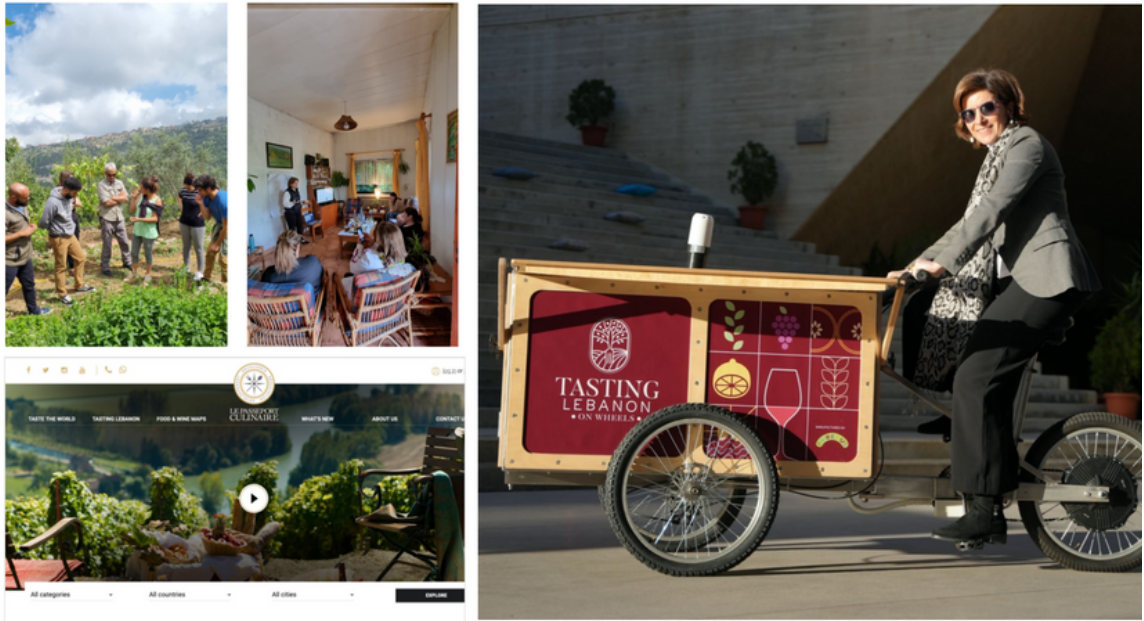
The sustainability plan of the Tripoli Film Festival (TFF) is built on a robust strategy aimed at securing its future and preserving the cultural vibrancy of Tripoli.

## **Next Plans and Sustainability**

A pivotal milestone in this plan is the aspiration to become a registered entity, which promises greater financial stability and access to a wider range of funding opportunities. By navigating the bureaucratic hurdles as an official organization, TFF aims to eliminate obstacles that have hindered its growth as an individual entity. TFF remains steadfast in its commitment to organizing annual festival editions, not only to celebrate cinema, but also to uphold the cultural image of the city and breathe life back into historic cinematic venues. Furthermore, TFF recognizes the significance of expanding its global network, fostering partnerships with other NGOs, and actively seeking grants and funds to bolster its financial foundation. This multifaceted approach ensures that TFF continues to be a beacon of cultural enrichment in Tripoli, with a sustainable future that holds promise for both the festival and the community it serves.

## **Tripoli Film Festival: Unique value proposition**

The Tripoli Film Festival (TFF) stands out as a beacon of cultural enrichment and community engagement. Beyond showcasing exceptional films, TFF actively involves the local community by exhibiting movies at the Shift organization and enlisting its staff as volunteers, even in the face of financial challenges. With a successful track record of securing grants, including support from COSV, the festival demonstrates its financial resilience and organizational prowess. TFF is also at the forefront of environmental responsibility, symbolized by its commendable initiative of adopting a cedar tree for each festival edition, aligning with global sustainability efforts. Furthermore, TFF's dedication to preserving Tripoli's cultural heritage is evident through the spotlight it shines on old cinemas, resulting in publications and media content that bring these historic venues back to life. The festival's unique value proposition is further enriched by its diverse locations, including Beit El-Fan and the TFF Forum (Industry Days), offering a multifaceted and culturally immersive experience.



## 5.8 TASTING LEBANON ON WHEELS

**How it started:** Founded in 2016, Le Passeport Culinaire (LPC) is a culinary and wine travel club with a unique focus on promoting exceptional and unforgettable experiences. This organization has been at the forefront of showcasing the rich culinary heritage of Lebanon and offering travelers a deep and immersive understanding of the country's culture through its cuisine and wine. In recent years, Lebanon has been seeking to bolster its tourism sector, and this is where LPC's partnership with USAID's Trade and Investment Facilitation (TIF) project comes into play. The TIF project aims to elevate the status of seven specific regions within Lebanon, transforming them into attractive destinations for tourists. LPC, being a culinary and wine travel club deeply rooted in the Lebanese gastronomy and culture, is a crucial collaborator in this endeavor. One of LPC's innovative offerings, known as "Tasting Lebanon on Wheels," represents a groundbreaking concept within the realm of sustainable gastronomy tourism. This initiative is specifically designed for nature enthusiasts and those seeking to explore Lebanon's unique culinary landscape while respecting the environment and preserving cultural heritage.

The partnership under the Social Justice Incubation Program started with the common belief of Le Passeport Culinaire and Lebanon Mountain Trail Association that Lebanon can and must be better, becoming more sustainable, inclusive, equitable and just for all. Both LPC and LMTA believe that collaboration is the key to make it happen, and together we thrive. This eco-gastronomy concept was launched in August 2022 in collaboration with the LMTA, offering hikers delectable experiences made with core humanely produced ingredients, craftsmanship, and devotion. This mobile kitchen will allow local housewives and chefs to share their passion for food in remote areas, surrounded by nature, while ensuring food safety and allowing for the experience of eating fresh food.

**Stage:** **Maturity**      **Location:** **Lebanon**

**Websites:** [Le Passeport Culinaire](#)

**Social Enterprise Model (ICSEM, standard):** Social Business (SB)

**Collaborative Model:**

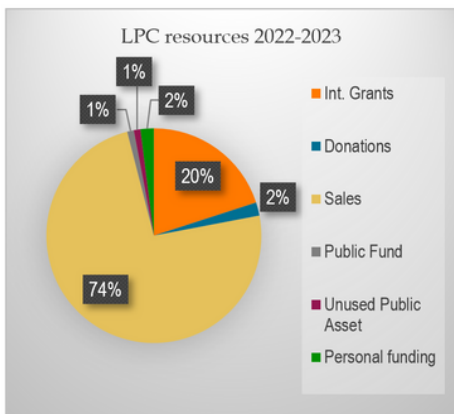
LPC (Company)  
LMT Lebanon Mountain Trail Association (NGO)

### Current Services offer

1. **Tours by local food ambassadors**, which also involve community and social support programs. Currently, LPC has a program with 12 potential food ambassadors who have either launched their tours or are undergoing training.
2. **Refined gourmet journeys**
3. **Vine and wine tours** and related activities
4. **Handpicked experiences** facilitated by local farmers, producers, and service providers
5. **Guesthouses and Guest Tables certification and promotion**
6. **The Whiskn'roll social recipes platform**, connecting home cooks and amateurs with chefs and local producers

**About SJIP:** Under the Social Justice Incubation Program (SJIP), partners received a \$20,000 grant to develop a mobile kitchen tricycle and conduct regular culinary tours, initially every 10 to 15 days. The first tour served as a benchmark for improvement. SJIP's support extended to funding the mobile kitchen tricycle, creating the Tasting Lebanon website, and providing training to local food ambassadors and home cooks. Training covered diverse topics, including tourism, sustainable practices, the Lebanon Mountain Trail, edible plants, tour creation, food safety, table setting, service etiquette, and hospitality. This comprehensive approach ensures high-quality, sustainable, and educational culinary experiences for participants.

<b>SDGs target</b>	SDG 12 Responsible Consumption and Production SDG 8 Decent Work and economic Growth
<b>POLICY sector OECD-DAC</b>	332 Tourism 1606 Recreation and sport 16066 Culture 16020 Employment Creation 43042 Rural Development.



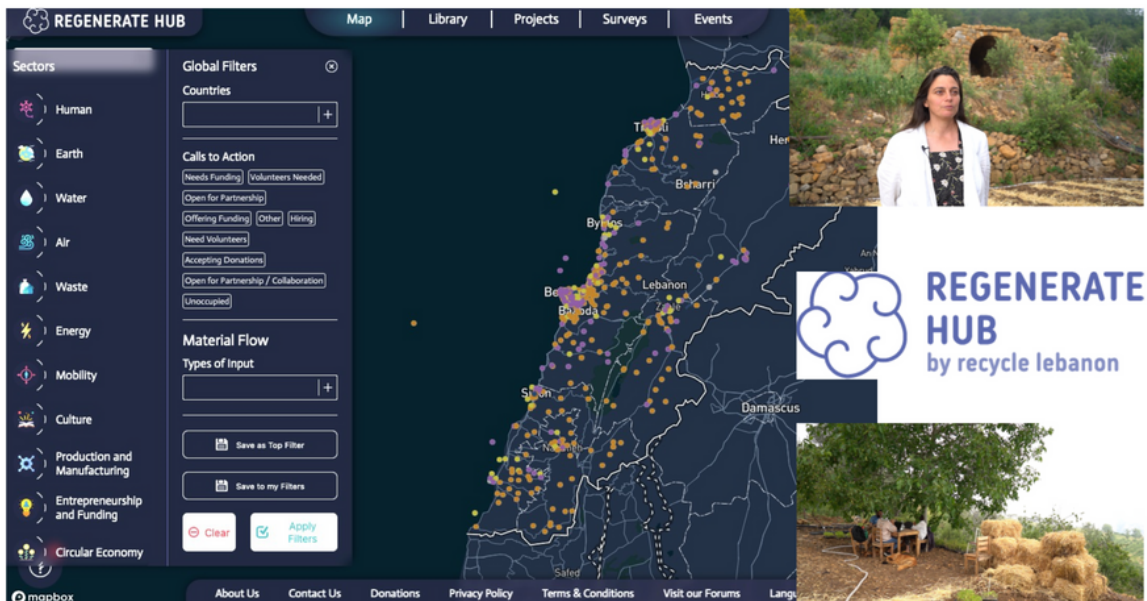
**Le Passeport Culinaire (LPC) operates on a dynamic and versatile Hybrid Resource Model, blending diverse resources to drive its mission of promoting culinary and wine tourism in Lebanon.** By harnessing financial support from grants, sponsorships, and tour revenues, LPC maintains financial stability and fuels its expansion. Its dedicated team of local food ambassadors, chefs, and volunteers forms a crucial human resource component, ensuring the delivery of authentic and high-quality experiences

LPC actively engages with local communities and social initiatives, forging meaningful partnerships that extend beyond financial contributions. Leveraging technology through platforms like the Tasting Lebanon website and the Whiskn'roll social recipes platform enhances accessibility and visibility. Strategic partnerships with organizations like USAID's TIF project bring technical expertise and resources to the table. LPC's commitment to environmental sustainability is exemplified by the eco-friendly mobile kitchen tricycle. In essence, LPC's Hybrid Resource Model enables it to create lasting impacts while promoting the rich culinary heritage of Lebanon.

## Le Passeport Culinaire: Unique value proposition

The unique value proposition of Le Passeport Culinaire (LPC) lies in its innovative approach to culinary and wine tourism, which sets it apart from traditional travel experiences. LPC offers a multifaceted and immersive journey that combines elements of sustainability, cultural exploration, and gastronomic discovery. Here's an elaboration of LPC's unique value proposition:

- **Sustainability in Gastronomy Tourism:** LPC is at the forefront of sustainable gastronomy tourism. It goes beyond merely providing culinary experiences by actively promoting eco-friendly practices. The use of a mobile kitchen tricycle demonstrates a commitment to minimizing the environmental footprint while showcasing local cuisine.
- **Cultural Immersion:** LPC doesn't just focus on food; it delves into the heart of Lebanon's culture. Travelers are given the opportunity to connect with local communities, farmers, producers, and service providers, allowing for a deep and meaningful understanding of Lebanese traditions and customs.
- **Variety and Choice:** LPC offers a wide range of experiences, from tours led by local food ambassadors to refined gourmet journeys, vine and wine tours, and handpicked encounters with locals. This variety ensures that every traveler can find an experience that suits their preferences and interests.
- **Supporting Local Communities:** Beyond being a culinary tour operator, LPC is committed to supporting local communities and social initiatives. This adds a layer of social responsibility to every journey, making it more meaningful for participants.
- **Exclusive Access:** LPC provides exclusive access to renowned chefs, exceptional restaurants, and curated culinary events. This element of exclusivity adds value to the experiences, making them truly special and unforgettable.
- **Preservation of Culinary Heritage:** LPC's emphasis on connecting with local farmers and producers ensures the preservation of Lebanese culinary heritage. By actively involving these stakeholders, LPC helps maintain traditional practices and promotes the use of local ingredients.
- **Whiskn'roll Social Recipes Platform:** The inclusion of a social recipes' platform adds a unique and interactive dimension to LPC's offerings. It connects home cooks, amateurs, chefs, and local producers, fostering a sense of community and culinary exchange.



## 5.9 REGENERATE HUB

**How it started:** Regenerate Hub is a circular economy platform designed to enhance nature-based solutions. This tool centralizes and visualizes data and actions through cross-sector mapping, providing a means to address interconnected challenges through micro and macro alternatives, aiming for a holistic system change.

Regenerate Hub is an innovative solution to promote data transparency and collaboration across sector challenges and alternatives in Lebanon and the surrounding region, as its founder, Joslin, states. The beta platform was completed in January 2022 and was populated with datasets on water, energy, production, waste, agriculture, and human needs by sector experts from April 2022 to July 2022.

In April 2022, Regenerate Hub received endorsements from the Ministry of Industry (MoI) and the Ministry of Environment (MoE), establishing a partnership to achieve their shared goals in data collection, digitization, and access to transparent data. The availability of reliable data will empower policy makers, municipalities, NGOs, research institutes, and all relevant stakeholders to better access data for planning and managing the triple planetary crisis through this circular economy platform approach.

In 2023, the Regenerate Hub platform was upgraded with an advanced tech module to support the public sector, municipalities, and industrial zero waste and circular economy transitions in Lebanon. Regenerate Hub V3.0 was designed with a "share economy module" to customize and facilitate data collection, visualization, project management, and the matchmaking of material flows for consumption and production, alongside linking to EcoSouk products. These main "share economy" pillars serve as open-source informational and coordination tools, alongside paid membership features offering revenue-generation opportunities.

**Stage:** [Start-up](#)      **Location:** [Lebanon](#)

**Websites:** [🔗 Recycle Lebanon](#) [🔗 Regenerate Hub](#)

**Social Enterprise Model (ICSEM, standard):** ENP

**Collaborative Model:**

Recycle Lebanon (NGO)  
Ministry of Industry  
Ministry of Environment

### Current Services offer

The current service, program, and product offerings provided by Recycle Lebanon are designed to address complex, interconnected ecological challenges in a comprehensive and action-oriented manner. These offerings revolve around four key programs, each emphasizing community engagement, data accessibility, conscious consumption, and bio-design alternatives. Here's an elaboration of each:

- **Dive Into Action** is a program dedicated to raising awareness about ecological issues. It conducts various activities and campaigns to inform the community and engage it in environmental matters. Activities may include educational workshops, clean-up initiatives, tree planting events, and awareness-raising campaigns. The goal is to mobilize individuals and communities to take proactive steps towards a more sustainable future.

- **Regenerate Hub** is a circular economy platform that focuses on social justice action by providing data visualization tools and access to nature-based alternatives. Through this platform, users can access and visualize data related to circular economy practices, fostering informed decision-making and sustainable choices. It may offer memberships that include access to data visualization and share economy modules, allowing individuals and organizations to engage actively in circular economy initiatives.

- **EcoSouk** operates both a physical and online store, offering a wide range of products that promote conscious consumption. These products are typically eco-friendly and sustainable, catering to individuals who wish to make environmentally responsible choices in their purchases. Additionally, EcoSouk.net provides economic opportunities for marginalized producers, thereby supporting local communities and promoting ethical trade practices.

- **Terra Pods** is an integrated safe space that combines various elements to foster creative ecology and slow futures:

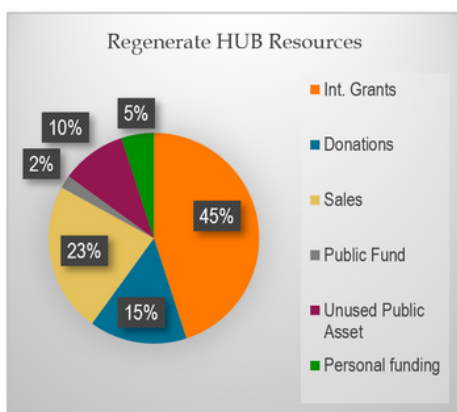
- Art Residency: Offers artists a space to create and explore environmentally themed art projects.
- Gallery Exhibition Space: Provides a platform for artists to showcase their environmentally inspired works.
- Agroecology Farm: Promotes sustainable agriculture practices and may produce organic farm products.
- Community Kitchen: Encourages communal cooking and sustainable food practices.
- Bio-design Makerspace: Supports innovation and creativity in the development of eco-friendly designs and solutions.

**About SJIP:** Recycle Lebanon has received a substantial grant of \$50,000 as part of the initiative, aligning with our mission to advance sustainability and ecological awareness. This funding enables us to undertake essential tasks such as sharing and updating data, digitizing critical information, and innovating a "share economy" module. Our primary goal is to foster collaboration and knowledge-sharing within the sustainability community. Furthermore, we are actively developing communication and training resources to facilitate the successful launch of the new module, ensuring its effectiveness in our ongoing dedication to sustainable practices, justice, and peace.

<b>Impact (2022-2023)</b>	<b>Regenerate Hub</b> <ul style="list-style-type: none"><li>• 2 Public-Private Partnerships secured with the Ministry of Environment &amp; Ministry of Industry</li><li>• 4 part-time data teams hired (3 data collectors hired, 1 data analyst hired)</li><li>• Partnership with UNDP Climate Change to data visualize "Lebanon's 4th National Communication on Climate Change", and visualized into RH platform</li><li>• 6,100 data entries received from Ministries to clean</li><li>• 10,000 data points cleaned</li><li>• Creation of quantitative survey approved by PPP</li><li>• 2 data team members surveyed 3,027 entries by phone to validate data on waste &amp; industry.</li><li>• 50% or 1,522 entities answered and successfully completed the survey.</li><li>• 1 data analyst cleaned 1,522 data entries from survey.</li><li>• 10 aggregated data reports created by data analyst.</li><li>• Version 3.0 of Regenerate Hub platform development (ongoing)</li></ul>
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	<p><b>EcoSouk</b></p> <ul style="list-style-type: none"> <li>• 1,000 Glass Jars Filled</li> <li>• 6,000 Plastic Bags Diverted</li> <li>• 150 Local Producers Products Exhibited</li> <li>• 10,000 USD in Sales</li> </ul> <p><b>TerraPods</b></p> <ul style="list-style-type: none"> <li>• Restoration of ancestral land</li> <li>• Construction of foundational walls and water catchments</li> <li>• Hiring of 20 Cash for Work seasonal laborers</li> <li>• Development of Agroecology farm 6,000 m2, 10 terraces</li> <li>• Farming of 2,000 vegetable heirloom plants</li> <li>• Harvesting of 2,000 kg of produce</li> </ul>
<b>SDGs target</b>	SDG 12 Responsible Consumption and Production
<b>POLICY sector OECD-DAC</b>	15110 Public Sector Policy and Administrative Management



**Regenerate Hub's hybrid resource model is a testament to its commitment to long-term sustainability and effectiveness.**

Drawing from a diverse array of funding sources and sustainability strategies, the platform ensures its resilience in tackling complex ecological challenges and promoting sustainability. Through grants, donations, strategic partnerships, and collaborative initiatives, Regenerate Hub secures essential financial and in-kind support.

Additionally, it actively engages its user community, offering opportunities for user contributions and membership-based access to advanced features, thus fostering a sense of shared ownership and participation. By offering consulting services, product sales, and exploring crowdfunding and impact investment avenues, Regenerate Hub not only sustains its operations, but also continuously expands its impact in the pursuit of a more sustainable and interconnected world.

**Regenerate Hub: Unique value proposition**

Regenerate Hub is a groundbreaking circular economy platform with a distinctive value proposition. It stands as a dynamic solution to strengthen nature-based approaches while effectively centralizing and visualizing data and actions across sectors. By meticulously untangling the web of interconnected challenges, from the micro to the macro scale, Regenerate Hub pioneers holistic system change. Its inception was a response to the siloed access to resources that plagued Lebanon, addressing the intricate social, environmental, political, infrastructural, and economic issues that crosscut the nation.

What truly sets Regenerate Hub apart is its participatory open-source platform, which champions inclusive engagement and equitable change harmonized with nature, thereby bringing together a diverse array of stakeholders to foster resource sharing, collaboration, and innovation. In doing so, Regenerate Hub propels Lebanon towards a more sustainable and just future, prioritizing the well-being of both humanity and the environment.

### **Next Plans: Advocacy and Sustainability**

Regenerate Hub's sustainability plan is rooted in a forward-thinking approach that underscores its commitment to continuous growth and positive impact. By prioritizing the ongoing development of Regenerate Hub V 2.0 and leveraging data to support policy recommendations for sustainable reuse practices, the platform remains at the forefront of sustainability initiatives. Its steadfast dedication to maintaining data partnerships with governmental bodies, NGOs, and institutions ensures that it remains a reliable and relevant source of information for stakeholders. The engagement of part-time volunteers and the strategic guidance from AUB's 180DC underscore the platform's resource-efficient and community-driven approach to sustainability. Moreover, with the planned launch of Regenerate Hub V3.0 and EcoSouk.net online in 2024, accompanied by media campaigns, Regenerate Hub is poised to expand its reach and influence, fostering a more sustainable and interconnected future.



## 5.10 AGRICULTURAL REVIVAL PROGRAM

**How it started:** The Agricultural Revival Program (ARP) was launched in July 2020 by NDC, the National Development Committee, in response to the severe economic turmoil in Lebanon. The key economic impairment was identified by ARP as heavy dependence on consumption of strategic agricultural products through importation of goods. The program model of ARP is a long-term plan for agricultural development based on increased domestic productivity, targeting small and medium scale farmers, and resulting in bolstering societal food security and family income, and improved practices through training, factual knowledge, and improved effective technical skills.

**Stage:** Growth      **Location:** Akkar, Bekka and South Lebanon

**Websites:** [Lebanon Revival](#)

### **Social Enterprise Model (ICSEM, standard):**

Social Cooperative (Consortia): the initiative acts as a second-degree social cooperative (Consortia) even though the legal form is not available in Lebanon. Villages are organized as a hub for all the value chain, from production, processing, to distribution. A strong participatory approach is applied in the decision-making process.

### **Collaborative Model:**

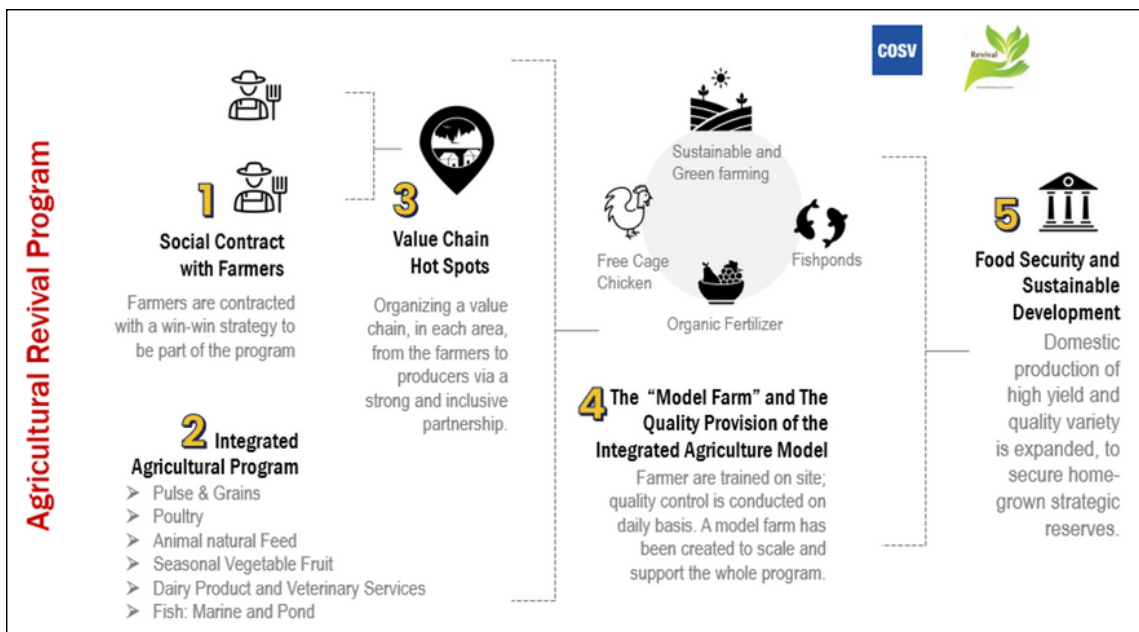
National Development Committee (NGO)  
 Lebanese Association for Urban Agriculture - LAUA (NGO)  
 Baalbek – Beqaa  
 Nebras Vocational Institute (VTI School)  
 NVI Kherbet Roha – Rachaya

### **Current Services offer**

The ARP grains and legumes program partnered with 59 farmers in the 2022-23 season to plant 12,500 kg of wheat, barley, chickpeas, vetch, and lentils. In total, 118 tons were harvested, of which 18.5 tons were used for animal feed, 54 tons will be replanted in the 2023-24 season, and the remaining 45.5 tons processed as food derivatives: freekeh (green germ wheat), burghul, peeled wheat, and flour. The food products were marketed directly to public, through partner marketing organizations, and to humanitarian agencies distributing food rations to poor families.

**About SJIP:** Under SJIP, the partners received a grant of \$40,039.05 to produce wheat and barley from the grain and seeds that were previously planted. They are replanting a bigger amount, and the project is currently growing by 8 times. If they are successful in doing so, they will reach a stage where they will be able to replant 40%, while selling the 60% for final consumption. The SJIP program made it possible for the ARP grains program to move one step higher in its exponential growth, thus building a new base in production, activism, productivity and efficiency. This new base will allow us to set sight on the next set of goals for the grains program for next season: 200+ farmers, 300 hectares planted, 600 tons harvested, in 12 areas of Lebanon, working with 25 local partners.

Impact (2022-2023)	Activity of SJIP	At start of SJIP	At end of SJIP
	Number of farmers	10	59
	Planted land area (hectares)	9.2	54
	Number of planted seeds (kg)	12,500	54,000
	Harvest produced (kg)	16,200	118,000
	Number of local partners	14	22
	Areas of Lebanon	6	11
<b>SDGs target</b>	SDG 2 Zero Hunger / SDG 8 Decent Work and Economic Growth		
<b>POLICY sector OECD-DAC</b>	31120 Agriculture Development 31191 Agricultural Services 31181 Agricultural Training 31182 Agricultural Research 31161 Food and Crop Production 43040 Rural Development		



## Agricultural Revival Program: Unique value proposition

The Agricultural Revival Program (ARP) offers a unique value proposition by addressing several key aspects of agricultural development, with a focus on sustainability, community empowerment, and national resilience. Here's an elaborate breakdown of its distinctive features:

**1)Exponential Growth in Domestic Production:** The ARP is designed to catalyze exponential growth in the domestic production of strategic agricultural crops. This is crucial for reducing dependency on imports, ensuring a stable and consistent food supply, and enhancing the overall resilience of the nation's agricultural sector.

**2)Bolstering Food Security:** By fostering increased domestic production, the ARP directly contributes to bolstering food security. The program aims to create a reliable and sustainable source of essential food products, thus reducing the vulnerability of the country to external disruptions in the global food market.

**3)National Strategic Reserve:** The emphasis on establishing a strategic reserve of 25-50% of annual consumption signifies a forward-looking approach to crisis management. This reserve can act as a buffer during times of economic downturns, natural disasters, or geopolitical uncertainties, ensuring that the population has access to an adequate food supply even in challenging circumstances.

**4)Empowerment of Rural Communities:** The ARP's unique approach involves empowering farmers in rural communities. By treating each village as a self-sustaining unit of production, services, and local marketing, the program ensures that the benefits of agricultural development are distributed widely. This decentralization fosters community resilience and self-reliance.

**5)Surplus Centralization and Distribution:** The central pooling of surplus agricultural products from villages enables efficient distribution. This not only ensures that excess production does not go to waste, but also facilitates a more organized and strategic approach to meeting regional and national demands. The secondary aim of exporting surplus products contributes to economic diversification and foreign exchange earnings.

**6)Aid to Those Facing Economic Hardship:** The ARP is positioned as a social and economic development initiative by explicitly stating its goal to aid those facing economic hardship. This aligns the program with broader socio-economic objectives, addressing not only agricultural challenges, but also contributing to poverty alleviation and community well-being.

**7)Model for Future Agricultural Development:** The ARP is not just a short-term intervention; it also serves as a model for future agricultural development. By focusing on enhancing small-scale farming productivity through training, knowledge dissemination, and improved technical skills, the program lays the groundwork for sustainable, long-term growth in the agricultural sector.

**8)Supportive Central Facility:** The support provided by a central facility underscores the importance of infrastructure in agricultural development. This facility can serve as a hub for research, training, and the dissemination of best practices, further enhancing the overall effectiveness of the ARP.

### **Next Plans: Advocacy and Sustainability**

The sustainability plan for ARP focuses on maximizing the efficiency of its Hybrid Resource Model, emphasizing inclusive decision-making and profit redistribution.

Key strategies include advocating for government subsidies to favor domestically produced flour, strengthening the Hybrid Resource Model through market adaptability and training programs, optimizing the value chain with transparent communication and profit-sharing, and diversifying crops for increased processing into food products. The plan also aims to expand markets locally and internationally, monitor and evaluate impact, empower farmers through capacity building, engage the community, and ensure transparent financial management. Ultimately, ARP seeks to create a sustainable model for rural empowerment, economic development, and agricultural self-sufficiency. In particular, a key advocacy goal they will pursue is to work with the public and the media to switch subsidies for flour from being offered by government for imported products, into being limited only to domestically produced products, and specifically to the grains program:

1. Carried out through the use of produced crops for the processing of derivative food products, and their marketing as domestically produced healthy nutritional alternatives, mainly locally and nationally within Lebanon, and where necessary, through exportation.
2. Every year, increase the proportion of produced raw material crops to be processed into food products (to reach approximately 80% by 2027, amounting to over 10,000 tons), making the program increasingly self-sustaining through marketing revenues.



## 5.11 COMMUNITY-LED SKILLS DEVELOPMENT FOR MIGRANT WOMEN

**How it started:** Eгна Legna Besidet, an organization led by migrant domestic workers (MDWs), stands as a beacon of empowerment and solidarity in Lebanon. Its multifaceted initiatives include a Skills Training Program, where MDWs are equipped with practical soap-making skills over a two-month period. This program extends its reach to women leaders from diverse migrant communities and groups, fostering cross-cultural collaboration and capacity-building. Eгна Legna Besidet not only imparts knowledge, but also provides the necessary resources, including venues, equipment, and manuals, ensuring that the benefits are tangible and sustainable. Beyond skills training, its unwavering commitment extends to advocating for the human rights of MDWs, championing policy reforms, community awareness, legal support, and data-driven research. Eгна Legna Besidet is a transformative force that not only empowers MDWs, but also amplifies their voices in the pursuit of justice and dignity.

**Stage:** **Start-Up**      **Location:** **Beirut, Lebanon**

**Websites:** [🔗 Eгна Legna](#) [🔗 Tres Maria](#) [🔗 Alliance MDW](#) [🔗 Together Forever Camr](#)

### **Social Enterprise Model (ICSEM, standard):**

NGO; they do not have the ICSEM requirement

### **Collaborative Model:**

Eгна Legna Besidet Inc. in partnership with The Alliance of Migrant Domestic Workers  
Together Forever  
Tres Marias

### **Current Services offer**

Eгна Legna takes pride in offering a comprehensive range of services and products that cater to the needs and aspirations of migrant domestic workers (MDWs) in Lebanon. These offerings not only empower MDWs with valuable skills, but also provide avenues for sustainable income generation. Here's an elaboration of their service and product line:

**Skills Training Programs:** Eгна Legna conducts skills training programs tailored to the interests and aspirations of MDWs. Among these, candle-making and food preservation stand out. These programs are designed to equip MDWs with practical skills that are not only personally enriching, but also have the potential for income generation.

**Candle-Making Skills:** The candle-making program offered by Eгна Legna provides MDWs with the knowledge and expertise to create beautiful and artisanal candles. This skill not only allows MDWs to express their creativity, but also provides opportunities for them to produce and sell candles, thereby generating income.

**Food Preservation Skills:** Eгна Legna's food preservation program is another valuable offering. MDWs learn techniques such as making jams, pickling vegetables, and drying fruits. These skills enable MDWs to produce a range of preserved food items, which can be marketed and sold, creating economic independence and self-sufficiency. These products are not only a source of pride for MDWs, but also serve as a tangible representation of their skills and talents. Through the production and sale of these items, Eгна Legna not only provides an avenue for economic empowerment, but also encourages a sense of entrepreneurship and self-reliance among MDWs. Moreover, the products themselves carry a meaningful story, showcasing the resilience and creativity of migrant domestic workers in Lebanon.

**About SJIP:** The support provided by SJIP has been instrumental in enhancing the capabilities of our project partners, particularly the Recycle Hub. With a generous grant of \$20,000, we were able to identify and engage experienced trainers who specialize in food preservation and candle making. These trainers played a crucial role by imparting their knowledge to our project partners, empowering them with the skills necessary to succeed in these endeavors. One of the most impactful aspects of SJIP's assistance was the Training of Trainers (ToT) workshops. These workshops not only bolstered our partners' proficiency in candle making and food preservation, but also enabled them to become trainers themselves. As a result, they were able to conduct training programs for migrant women, directly benefitting 120 individuals. This cascading effect ensured that the skills learned reached a wider audience and had a far-reaching impact. Beyond technical skills, SJIP's support included tailored business coaching. This guidance was invaluable in refining various aspects of our partners' operations, including production processes, pricing strategies, branding, sales techniques, and financial management practices. It not only improved the quality of our products, but also made our initiatives more sustainable and profitable. Moreover, SJIP provided a valuable platform for us to showcase and sell our products to a broader audience. This exposure facilitated increased visibility and market access for our partners, further enhancing their economic prospects. In essence, SJIP's comprehensive training and support have been pivotal in strengthening our project partners' capacities and empowering migrant women in our community.

<p><b>Impact (2022-2023)</b></p>	<p>Through the project activities, we expanded our training programs and forged valuable partnerships. The comprehensive support has enabled us to scale our economic empowerment initiatives for migrant domestic workers. We directly trained over 120 individuals, secured two new funding sources for this initiative, and expanded our outreach through four new community hubs, expanding our impact and sustainability. Importantly, all groups implemented positive changes to their financial practices after the coaching program, by adopting accounting tools and budgeting frameworks. Furthermore, two groups launched additional training programs beyond the project's scope, evidencing their increased capacity.</p>
<p><b>SDGs target</b></p>	<p>SDG 10 Reduce Inequalities SDG 8 Decent Work and Economic Growth</p>
<p><b>POLICY sector OECD-DAC</b></p>	<p>16020 Employment Creation 15160 Human Rights</p>



## **Community-Led Skills Development for Migrant Women: Unique value proposition**

The project's unique value proposition lies in its highly personalized and collaborative approach to training and capacity building. Unlike traditional programs, this project customized its training and coaching sessions by closely aligning them with the specific needs and aspirations expressed by the migrant domestic worker (MDW) groups themselves. This tailored methodology ensured that the activities addressed the precise challenges and skill gaps faced by each group, maximizing their overall benefit and impact. What sets this project apart is its strategic utilization of the existing close-knit MDW networks. By leveraging these networks, the project facilitated peer knowledge transfer among participants. Those individuals who exhibited dedication and leadership potential were carefully selected for the initial Training of Trainers (ToT) workshops. This strategic decision empowered these selected participants to become trainers themselves, enabling them to pass on their newly acquired skills directly within their respective communities. This approach goes beyond the conventional reliance on external experts. Instead, it fosters a self-sustaining ecosystem where MDWs themselves become agents of change and knowledge dissemination. This not only promotes a more holistic adoption of the skills and knowledge, but also creates a sense of ownership and empowerment within the MDW community.

### **Next Plans: Advocacy and Sustainability**

Egna Legna's sustainability plan is built upon a collaborative and community-driven ethos, ensuring that the impact of its initiatives lasts long after the initial support. The migrant domestic worker (MDW) groups involved are actively working towards self-sufficiency, seeking partnerships and funding sources to expand their production capacity and market reach. Their commitment extends to sharing their acquired expertise with family and neighbors, spreading economic empowerment throughout their communities. Leveraging digital platforms and databases, these groups continue to market their products effectively. With additional financial and technical support, there is strong potential for these MDW groups to achieve financial independence, uplifting their entire community and establishing networks of mutual support that contribute to their long-term sustainability and success.



## 5.12 AL QARIA DAIRY INCUBATOR - INTAJ

**How it started:** The Lebanese Organization for Studies and Training (LOST) has invested in a Social Business called INTAJ, which, in collaboration with the Ministry of Agriculture (MoA), is working to repurpose an existing dairy collection facility in Baalbeck-Hermel. The objective of this partnership is to transform the facility into a fully operational milk production incubator, supporting vulnerable farmers and households in the region. Both parties have agreed to entrust the facility's management to a social enterprise, and INTAJ has been selected to lead this initiative. INTAJ's initiative revolves around optimizing the existing setup by salvaging all the equipment, relocating it to a dairy-rich area, and launching a youth-focused program that leverages the untapped market potential. This project aims to establish a sustainable pathway for youth training and employment, providing both direct and indirect job opportunities for the local youth population. Prior to the introduction of the Social Justice Incubation Program (SJIP), the Al Qaria dairy incubator followed an institutionalization approach. This approach aimed to establish a value chain productivity model, considering production as a continuous process, not just from a managerial perspective, but also from a mental and cultural standpoint.

**Stage:** Maturity      **Location:** Bekka, Lebanon

**Websites:** [Lost LB](#)      [INTAJ for Development](#)

**Social Enterprise Model (ICSEM, standard):**

SB + PSE

**Collaborative Model:**

INTAJ (company) in partnership with LOST (NGO) – under a Ministry of Agriculture agreement

**Current Services offer**

**Product Offerings:**

- Local Dairy Products: High-quality traditional local dairy products
- Mozzarella Cheese: Fresh and delicious mozzarella cheese
- Kashkaval Cheese: A range of kashkaval cheese varieties

**Services for Farmers:**

Al Qaria Dairy Incubator provides a range of vital services to local farmers in the dairy industry.

These services include milk collection and processing assistance, technical training and support for improving farming practices, stringent quality control and testing procedures, assistance with marketing and sales, and access to financial resources for farm development. Additionally, the incubator promotes sustainability in farming practices and facilitates networking and collaboration among farmers. In essence, it aims to empower farmers, enhance their dairy production capabilities, and contribute to the growth of the local farming community while ensuring high-quality dairy products for consumers.

**About SJIP:** Under the Social Justice Incubation Program (SJIP), the partners of the Al Qaria Dairy Incubator received a \$50,000 grant. This funding was used to upgrade the dairy factory, enabling the production of high-quality dairy products. In conjunction with this, local farmers in the region were provided with training to enhance their skills in dairy production. The SJIP also contributed to sustainability efforts through the installation of a solar power system that ensures the operation of the laboratory and storage fridges, reducing reliance on generators and fuel costs. Additionally, the program supported the incubator's launch by covering the salaries of 27 employees for a period of six months. In essence, the SJIP played a pivotal role in modernizing the dairy production facility, empowering local farmers, and promoting sustainability while ensuring the successful establishment of the Al Qaria Dairy Incubator.

**Impact  
(2022-2023)**

The Al Qaria Dairy Incubator's impact is comprehensive, encompassing dairy production, agriculture, and crop value addition. The incubator enhances farming practices, ensures crop quality, provides access to markets, and supports the livelihoods of both the farming community and the local youth population. Furthermore, it strengthens the overall food system, creating a win-win situation for farmers, consumers, and the broader community.

**Dairy Production:**

- **Production Capacity:** The incubator can produce approximately 18 tons of dairy products per day, ensuring a consistent supply of high-quality dairy items.

- **Employment:** It provides long-term employment for 68 individuals, including 57 youths and women, contributing to job creation and skill development.

**Agriculture and Crop Value Addition:**

- **In-Kind Support:** 250 farmers benefit from in-kind support, which includes training and access to the facilities.

- **Value Addition:** The incubator adds value to crops by processing them into higher-value products, reducing post-harvest losses, and increasing farmers' income.

**Farming Efficiency and Quality:**

- **Efficiency Improvement:** Modern machinery available at the incubator enhances farming efficiency, reducing labor-intensive practices and boosting overall productivity.

- **Crop Quality Assurance:** Fumigation facilities ensure crop quality and safety, reducing losses caused by pests and diseases.

**Market Access and Fair Returns:**

- **Marketing Assistance:** The incubator's marketing unit supports farmers in accessing markets, bridging the gap between production and consumption, and ensuring fair returns for their products.

**Food System Resilience and Consumer Benefits:**

- **Improved Food System:** The incubator contributes to a more efficient and resilient food system, benefiting consumers through more stable prices and improved access to quality food products.

<b>SDGs target</b>	SDG 10 Reduce Inequalities SDG 8 Decent Work and Economic Growth
<b>POLICY sector OECD-DAC</b>	16020 Employment Creation 31120 Agricultural Development 25030 Business Development Services



**The Al Qaria Incubator operates on a Hybrid Resource Model that combines multiple funding sources to achieve sustainability and social impact.** Its primary revenue comes from the sale of dairy products, including local dairy items and cheeses. Moreover, it ingeniously repurposes a pre-existing public dairy collection facility, effectively maximizing the utilization of a public asset to create economic value.

The incubator also leverages international grants, such as those received through programs like the Social Justice Incubation Program (SJIP), to invest in infrastructure upgrades and expansion. In addition to grants, the incubator may receive donations and support from various stakeholders who share its mission and goals. This comprehensive approach ensures not only financial stability, but also enables the incubator to empower local farmers, support vulnerable individuals, and stimulate economic development within the region, making it a valuable contributor to the community.

### **Al Qaria Dairy Incubator: Unique value proposition**

The Dairy Incubator known as "Al Qaria" is an investment in the potential of young individuals and the agricultural resources of the region. Its primary goal is to contribute to the local economy and improve livelihoods. Al Qaria functions as a community-driven factory, operating under the social business model, with a focus on empowering vulnerable individuals and boosting local household production, particularly of dairy and grains. The objectives of the Al Qaria Incubator encompass supporting small and medium-sized farmers and institutions through milk purchase arrangements and offering access to the facility for product manufacturing at a nominal operational fee. Furthermore, a portion of the production is reserved for vulnerable families to enhance their food security. The incubator not only generates employment opportunities within the factory, but also along the entire food system's value chain. This incubator serves as a model for empowerment, featuring specialized units accessible to Baalbeck-Hermel farmers. It facilitates knowledge transfer and technical support, has the potential to be replicated, and fosters a small-scale economy that individuals can invest in.

## **Next Plans: Advocacy and Sustainability**

In line with Intaj for Development's comprehensive theory of change, our sustainability plan embodies a holistic approach that encompasses financial stability, community engagement, empowerment through education, diversified revenue streams, and environmental responsibility. This multifaceted strategy ensures the continued success of the Al Qaria Dairy Incubator while contributing to the development of a more equitable society and increasing food security in the region.

### Diversified Revenue Streams:

- To ensure financial sustainability, we will continue diversifying revenue sources. This includes expanding our product range, exploring new markets, and strengthening partnerships with entities like the Investment Development Authority of Lebanon (IDAL) for effective marketing.

### Enhanced Community Engagement:

- We will intensify our efforts in community engagement, raising awareness, and mobilizing stakeholders. This will involve organizing cross-sectarian meetings, advocacy campaigns, and dialogues to ensure the continued support of the local community.

### Empowerment Through Education:

- Our commitment to empowering vulnerable youth and women will remain central. We will collaborate with UNICEF and MADAD to offer vocational training sessions. These sessions, based on on-the-job training and competency-based approaches, will equip trainees with sustainable skills and job opportunities.

### Product Diversification:

- As our dairy production increases, we will introduce a wider range of dairy products, such as butter and yogurt with fruits, to meet market demands and expand our revenue sources.

### Profit Margin and Pricing Strategy:

- We will maintain a profit margin of 10% to ensure the incubator's continuity and financial stability. Our pricing strategy will aim to balance affordability for consumers and the sustainability of local producers, with prices set slightly below market rates (2-5% lower) to avoid creating excessive competition.

### Environmental Responsibility:

- We will continue our commitment to eco-friendly practices, such as the use of solar energy and responsible waste management, to reduce operational costs and contribute to environmental sustainability.

### Knowledge Transfer and Technical Support:

- We will emphasize knowledge transfer and technical support for local farmers to ensure the consistent supply of quality milk. This includes ongoing training programs, and assistance in improving farming practices.



### 5.13 PROMOTION OF LOCAL PRODUCTION

**How it started:** The El Khalil Foundation (EKF) is a non-profit NGO established by the El-Khalil Family in 2003 with the purpose of assisting the people of Hasbaya District through various programs that aim to improve conditions on the personal, social, and business levels. Hasbaya District is located on the southeastern border of the country and has suffered more than most Lebanese districts. For over 40 years, the District of Hasbaya was a battlefield for the occupying forces, leading to the isolation of its population from the rest of Lebanon and the world, resulting in untold hardships. The collaboration with Hadiyati Company, a gift platform, began in 2020. EKF's goal is to reintegrate Hasbaya onto the tourism map and provide locals with opportunities to work and sell their products. Thus, the collaboration between El Khalil Foundation and Hadiyati is aimed at "Promoting Local Produce", whereby they will use Hadiyati's services to promote, market, and sell the local products of Hasbaya and Marjeyoun."

**Stage:** Start-up      **Location:** Hasbaya, South Lebanon

**Websites:** [El Khalil Foundation](#) [Hadiyati Online Market](#)

**Social Enterprise Model (ICSEM, standard):** SB + ENP

**Collaborative Model:**

El Khalil Foundatin (EKF – NGO-FOUNDATION)  
in partnership with Hadiyati Company SARL (COMPANY)

**Current Services offer**

It revolves around marketing agricultural and agro-industrial products from the region, facilitating access to local and international markets, exporting goods to various countries, and ultimately, promoting economic development and social justice in the Hasbaya-Marjeyoun Districts. This initiative has the potential to create a positive economic and social impact on the local community by leveraging the region's agricultural resources.

**Marketing of Agricultural and Agro-Industrial Products:** EKF and Hadiyati Company are actively involved in the marketing of a variety of products originating from the Hasbaya-Marjeyoun Districts. These products include agricultural goods, such as Extra Virgin Olive Oil (EVOO), and agro-industrial products, such as different soaps made from olive oil. The emphasis is on promoting locally sourced and produced items.

**Access to Local and International Markets:** One of their key objectives is to provide local suppliers and producers from the Hasbaya-Marjeyoun Districts with access to both local and international markets. By doing so, they aim to enhance economic opportunities for the local community and connect them with a broader customer base.

**Exporting Products:** EKF and Hadiyati have successfully exported their products to various countries, including Germany, Italy, Japan, Kuwait, the UAE, and Qatar. This demonstrates their ability to penetrate international markets and showcase the quality of products from the region.

**Product Range:** While the list of products is said to be limited to around 35-40 items, it is still a significant achievement for the region. These products include a range of agricultural goods, processed foods, and artisanal items, all of which contribute to the diversification of the local economy and provide opportunities for local suppliers.

**Exposure and Economic Impact:** The collaboration between EKF and Hadiyati has had a significant impact on the region by providing exposure to both local and international markets. This exposure can lead to increased sales, economic growth, and improved living conditions for the residents of the Hasbaya-Marjeyoun Districts.

**About SJIP:** Under SJIP, partners received a grant of \$20,000 to digitize products for local producers, create social media posts to promote these products, run digital promotional campaigns on various social media channels, and organize festivals and other offline promotional events in the Hasbaya region to boost local product awareness.

SJIP successfully built a vast network across Lebanon. It was perhaps the first, if not the only, initiative dedicated to creating a nationwide network of families. Each SJIP meeting day represented an opportunity for us and our supplier network to grow. The mentors, coaches, and the entire team became a consolidated family with all 21 supported initiatives. We felt like a closely-knit family that seamlessly added more value and exposure to everything we did. This extensive network of connections acted as a valuable web of links, greatly benefiting our marketing efforts.

**Impact  
(2022-2023)**

SJIP made significant strides by optimizing the value chain, establishing sales points, supporting branding efforts, achieving substantial sales, organizing promotional events, and assisting producers with legal compliance. These results demonstrate the program's effectiveness in promoting and enhancing the local agricultural and agro-industrial sector in the region.

**1.Streamlined Value Chain:** SJIP played a pivotal role in streamlining the entire value chain. It facilitated the process of purchasing fruits and vegetables from local farmers, ensured the efficient processing of these products by local producers, and successfully secured suitable markets for the end products. This integration of the value chain helped create a more sustainable and efficient ecosystem.

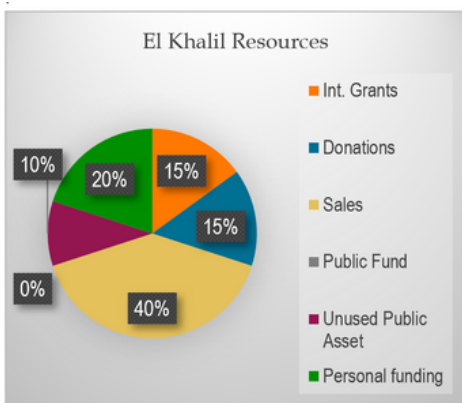
**2.Established Points of Sale:** The program successfully established fixed points of sale at strategic locations, including Mir Amin Palace Hotel in Beit El Deen, Souk El Tayyeb, Mawassem, and various other outlets. These points of sale provided accessible avenues for selling the products, enhancing their visibility and accessibility to customers.

**3.Branding Support:** SJIP extended support to local producers in creating, designing, and finalizing their own brands. This assistance likely improved the marketability and recognition of their products, contributing to their overall success.

**4.EVOO Sales:** The program achieved significant sales of more than 4,500 "Tanakas" (one being equivalent to 16.2 liters) of Extra Virgin Olive Oil (EVOO). This indicates a successful market penetration and demand for the locally produced EVOO.

**5.Festivals and Marketing Events:** SJIP organized and held over five festivals and marketing events across the two districts. These events likely helped in showcasing the local products, building brand awareness, and attracting potential customers.

	<b>6. Legal and Tax Compliance:</b> The program contributed to up to 20 producers becoming legal and registered entities, ensuring they complied with tax regulations. This step not only legitimizes their businesses, but also promotes responsible entrepreneurship.
<b>SDGs target</b>	SDG 10 Reduce Inequalities SDG 8 Decent Work and Economic Growth
<b>POLICY sector OECD-DAC</b>	43040 Rural Development 3119 Agricultural Services 15220 Civil Peace building and Conflict Prevention 1605 Social Services



Overall, EKF's hybrid resource model combines financial support from the El-Khalil Family, collaboration with Hadiyati Company, donations and grants, revenue from tourism promotion and sales of local products, local community involvement, public-private partnerships, and asset utilization.

This multifaceted approach allows to address the complex challenges faced by Hasbaya District and work towards the mission of improving conditions in the region.

### El Khalil: Unique value proposition

We approached all processes in a fundamentally different way. Unlike many local and international NGOs that purchased goods from local producers and then attempted to market them, SJIP took a unique approach. With the dedicated efforts of our team and coaches, and thanks to continuous support, we fostered Private-Public Partnerships. We achieved this by collaborating with local municipalities to host festivals and events, including those organized by us, to promote these local products. EKF, local municipalities, and local producers worked hand-in-hand to organize, support, and sponsor these events. This collaborative approach added substantial value to our efforts, and the collaboration has become permanent by now. All stakeholders have recognized that achieving our goals is best accomplished through close collaboration, leading to what we call 'Positive Envy,' the best-case scenario. Hasbaya District comprises three main groups - Sunnis, Christians, and Druze, with differences in numbers largely influenced by economic factors. Within Hasbaya itself, there are nine churches and one of the oldest mosques in the region. While each community practices its traditions freely, they are bound together as a wonderful mosaic, having never experienced conflicts. This historic unity forms the foundation of our inter-relationships, but it also presents challenges due to cultural differences, which we respect and recognize.



Therefore, empowering society involves education, training, cultural exposure, and integration to bridge gaps between the district's different communities and with communities across the country and the world. On a related note, we have observed the need to enhance the quality of education, especially among the younger generation who has displayed limited communication skills in Arabic, English, and French. Several factors contribute to this issue, including the educational system and limited resources.

### **Next Plans Advocacy and Sustainability:**

EKF's sustainability plan encompasses collaboration, inclusivity, youth empowerment, special needs inclusion, support for local businesses, and a commitment to long-term impact. By addressing a wide range of community needs and focusing on capacity building, EKF aims to create lasting positive change in Hasbaya District while ensuring its own sustainability as a non-profit organization.

**Collaboration and Inclusivity:** EKF recognizes the importance of collaboration with both local and international NGOs to leverage resources, expertise, and networks. By actively involving all sectors of society, including women and youth, EKF aims to create a more inclusive and comprehensive approach to community development. Women, who make up 52% of the local workforce, are given support and advocacy to empower them economically, providing them with opportunities for a better quality of life.

**Inclusion of Special Needs Individuals:** EKF's commitment to inclusivity extends to individuals with special needs. By targeting schools and institutions that cater to people with special needs, EKF aims to facilitate their inclusion in the broader community. This approach not only contributes to social cohesion, but also empowers individuals with special needs to lead more fulfilling lives.

**Youth Empowerment and Leadership:** EKF recognizes the potential of young people as future leaders and contributors to society. Through training programs, they aim to equip young individuals with the skills, knowledge, and confidence needed to become active leaders in their communities. By investing in youth development, EKF contributes to building a sustainable pool of talent and leadership for the region.

**Support for Local Businesses:** EKF's sustainability plan includes comprehensive support for local businesses. This support goes beyond financial assistance and includes training in crucial areas such as design thinking, business development, bookkeeping, tax compliance, and becoming registered entities. This comprehensive training empowers local businesses to grow, thrive, and contribute to the local economy effectively, providing them with a platform to market their products.



## 5.14 BUS BIKE

**How it started:** Riders' Rights was established in 2015 and officially registered as an NGO in 2019. The NGO focuses on planning for shared transportation in Lebanon and motivating people to use this mode of transportation. The Chain Effect NGO was founded to encourage and facilitate cycling and walking as sustainable means of transport in Lebanon, while establishing a holistic vision for transportation in the country. Riders' Rights and The Chain Effect have collaborated for several years as part of the Mobility Justice Network. Together, they co-produced a paper on fair transportation, and have been actively discussing transportation integration between buses and bicycles to support sustainable mobility and improve access to opportunities for people.

They collaborated under the SJIP and had the opportunity to pilot their project, which involves installing locally designed and made bicycle racks on informal buses. This initiative aims to facilitate intermodal transport for people commuting between mountainous and suburban regions, and Beirut, combining two modes of transportation: bicycles and buses. The pilot project focuses on 16 buses on bus route 5 from Ain Saadeh to Hamra, a popular route in a populous area, with the additional objective of providing cycling options in more elevated suburb areas. Prior to SJIP, Riders' Rights and The Chain Effect were part of the Mobility Justice Network alongside other local organizations.

**Stage:** **Start-up**      **Location:** **Beirut, Lebanon**

**Websites:** [🔗 The Chain Effect](#) [🔗 Riders Rights Lebanon](#)

**Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial Non-Profit: non-profit organizations, acting as general-interest associations (GI- Assoc.) with an earned income activity and strong advocacy strategy

**Collaborative Model:**

The Chain Effect (NGO) in partnership with Riders Rights (NGO) Ministry of Transportation (MoT)

**Current Services offer**

We are committed to promoting sustainable and inclusive transportation solutions in Lebanon. Our collaborative efforts with Riders' Rights and The Chain Effect enable us to offer a comprehensive range of services aimed at fostering soft mobility, enhancing public transportation, and creating vibrant urban spaces.

**Bicycle Parking Solutions:** installation of locally designed and secure bicycle racks; integration with existing urban infrastructure for convenience and accessibility

**Street Art and Tactical Urbanism:** engage communities through creative street art and tactical urbanism initiatives; transform public spaces into lively and people-friendly environments

**Advocacy and Community Engagement Workshops:** conduct workshops to empower communities with knowledge about sustainable transportation; advocate for policy changes that support riders' and drivers' rights

**Educational Programs on Soft Mobility:** develop educational programs to promote soft mobility alternatives, including cycling and walking; raise awareness about the benefits of eco-friendly transportation

**Public Space and Cycle Infrastructure Design:** collaborate on the design and implementation of cycle-friendly infrastructure in public spaces; enhance urban planning for a more sustainable and inclusive environment

**Mapping of Lebanon's Public Transport:** create comprehensive maps of Lebanon's public transportation system for easy navigation; offer user-friendly resources for a better understanding of transportation routes

**Advocacy for Riders and Driver Rights:** advocate for the rights of riders and drivers to ensure fair and safe transportation practices; collaborate with stakeholders to address issues related to transportation rights

**About SJIP:** Under the SJIP, they received a grant of \$20,000 to prototype the bike racks on 16 public buses. "SJIP helped our partnership expand its network, and use the grant funding to get expert consultations, cover project expenses, conduct and expand outreach, and work on a marketing and business model. Technical assistance was particularly valuable as it gave us the opportunity to locally design the rack with a plastics design company, as well as receive marketing and business model development support. Having access to a lawyer was also helpful, as several aspects of the work required understanding legal aspects with ministries, as well as contract legal characteristics. It allowed us to meet and expand our networks with people who are involved in collaborative and sustainable projects within the community, particularly other entities involved in the SJIP, and helped us expand our outreach and impact."

**Impact  
(2022-2023)**

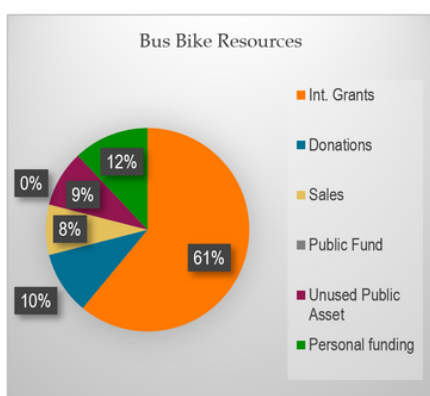
The Bus Bike Initiative successfully launched the installation of bike racks on buses after thorough testing and design. Surveys ensured the product met market needs, and conversations with operators and drivers reflected a collaborative approach. Building relationships with partners and mapping stakeholders demonstrated strategic foresight. Participation in major events and setting up stands at universities and a film festival expanded community outreach. The initiative has established a strong foundation for sustainable and integrated transportation in Lebanon.

**SDGs target**

SDG 11 Sustainable Cities and Communities

**POLICY sector  
OECD-DAC**

43030 Urban Development and Management  
1332 Tourism



The hybrid resource model of Bus Bike operates as an ENP (Entrepreneurial Non-Profit) model, emphasizing the reliance on community engagement and advocacy, and driven by the active involvement of volunteers and donations. While the bus bike racks have the potential to become an economic activity that strengthens Bus Bike's mission, their viability is contingent upon support from the Ministry of Public Transportation.

This support is envisioned through a partnership agreement, aligning with the sustainable mobility plan. In this context, Bus Bike could also serve as a potential Public Sector Social Enterprise (PSE), contributing to Lebanon's government in its transition towards a green economy. The collaboration between the public and non-profit sectors becomes integral, leveraging the social enterprise to bridge gaps in sustainable transportation initiatives. This model not only emphasizes economic sustainability, but also aligns with broader government objectives related to environmental consciousness and green economic practices. The success of this hybrid model hinges on fostering collaboration between Bus Bike and the Ministry of Public Transportation. Through strategic partnerships and a shared commitment to sustainable mobility, Bus Bike could not only fulfil its mission, but also play a vital role in supporting Lebanon's government in realizing its green economy transition.

### **BUS BIKE: Unique value proposition**

Riders' Rights for the Bus Bike Initiative creates a unique value proposition that stands out in the realm of sustainable transportation:

- **Holistic Approach to Mobility:** The collaboration integrates Riders' Rights' expertise in mapping public transport and advocating for rider and driver rights with The Chain Effect's focus on promoting cycling and walking. This holistic approach addresses both public transit improvements and the encouragement of eco-friendly modes like cycling, ensuring a comprehensive solution to mobility challenges.
- **Community-Centric Design:** Riders' Rights' involvement in advocacy and event organization, combined with The Chain Effect's emphasis on community engagement, ensures that the Bus Bike Initiative is not just a technical solution, but a community-centric one. The unique value lies in considering the diverse needs and preferences of riders, drivers, and the community at large.
- **Strategic Partnership Building:** The collaboration has successfully built relationships with over 10 large partners, showcasing a strategic approach to garnering support. This network enhances the initiative's reach, potential for scalability, and ability to navigate challenges through collective effort.
- **Data-Driven Decision Making:** Riders' Rights' mapping of Lebanon's public transport and the surveys conducted provide valuable data for decision-making. The unique value proposition lies in using data to tailor solutions, ensuring that the Bus Bike Initiative aligns with the actual needs and preferences of the community.
- **Intersection of Advocacy and Implementation:** The collaboration seamlessly integrates Riders' Rights' advocacy for transportation rights with The Chain Effect's practical implementation of bicycle infrastructure. This combination ensures that the initiative not only identifies challenges, but also actively works towards solutions, creating a more impactful and sustainable transportation system.

- **Educational and Awareness Initiatives:** The involvement of both organizations in educational programs, social media awareness, and community trips signifies a commitment to not just providing a service, but also to fostering a cultural shift towards sustainable and integrated transportation. This unique aspect adds a layer of long-term impact, influencing attitudes and behaviours related to mobility choices.

### **Next Plans Advocacy and Sustainability:**

The Bus Bike Sustainability Plan outlines a holistic strategy to strengthen the organization's impact and sustainability in the area of advancing sustainable and inclusive transportation in Lebanon. The plan includes key components such as mission alignment, diversified funding streams, community engagement, volunteer mobilization, strategic partnerships, entrepreneurial ventures, impact measurement, capacity building, green operations, and policy advocacy.

A crucial addition to the plan is the commercialization of bus bike racks for private buses, contributing to the diversification of funding sources. This strategic move aims to generate sustainable revenue, supporting the broader mission.

In the immediate future, Bus Bike plans to finalize rack production, expanding outreach to establish solid partnerships and sponsorship packages. Simultaneously, the organization aims to start the mass installation of racks on buses in and around Beirut. This initiative aligns with a broader outreach campaign targeting universities, fostering community engagement and awareness.

By integrating these initiatives, Bus Bike seeks to create a resilient and impactful model that not only enhances transportation sustainability, but also establishes a robust financial foundation for sustained growth and community support. This approach positions Bus Bike as a key player in shaping Lebanon's future in sustainable and inclusive transportation.



## 5.15 BOOKS@CAFÉ

**How it started:** Jihan, a creator and designer, came to Lebanon in 2000 and tried to participate in several markets, finding them to be very expensive. In 2018, she decided to create an affordable market where people could display and sell their products. With just a few tables, she organized "Garage Souk" in Mar Mikhael, which was a very successful experience until the crisis hit the country, followed by the COVID-19 pandemic, and then the Beirut Blast. Books@Cafe is an extension of Garage Souk, a weekly Free/Semi-Free market for handmade crafters, recycling/upcycling, and waste management, aiming to empower women and students. Jihan and Rawaa collaborated to create a pleasant, multi-functional hub where everyone can find their own use—ranging from a place for learning to a socialization hub. The café supports this mission by providing patrons with additional space for gathering, eating, drinking, reading, and reflection. It promotes library resources, expands library services, and focuses on community building.

**Stage:** **Maturity**      **Location:** **Hamra, Beirut**

**Websites:** [🔗 Garage Souk Facebook](#) [🔗 Garage Souk Lebanon](#)

### **Social Enterprise Model (ICSEM, standard):**

The organization transitioned from an Entrepreneurial Non-Profit model (ENP) to a Social Business model (SB), emphasizing blended value creation, stakeholder engagement, impact measurement, and sustainable solutions. This shift reflects a commitment to both economic success and positive social impact.

### **Collaborative Model:**

Garage Souk (NGO) in partnership with Cookie by Cookie (individual)

### **Current Services offer**

Books@Cafe offers a diverse and engaging product and service portfolio within its operation space, originally established as Garage Souk. The space has been strategically divided into open sections, each catering to different interests and needs, creating a vibrant and inclusive environment for patrons. Here's an elaboration on the product and service offerings:

**Mini Center with Vendor Stands:** Books@Cafe provides a Mini Center featuring a wide range of vendor stands. These stalls showcase a variety of products, including handcrafted items, accessories, and recyclable products. This section serves as a marketplace for local artisans and entrepreneurs to display and sell their creations.

**Antique Sections:** In response to evolving interests, antique sections have been incorporated. These areas offer a nostalgic and unique shopping experience, attracting individuals who appreciate vintage items and collectibles.

**Book Shelves and Book Bazaar Section:** As the name suggests, Books@Cafe has dedicated spaces for book lovers. The establishment houses bookshelves filled with diverse literature, and a Book Bazaar section that may feature literary events, book signings, and discussions. It caters to avid readers and promotes a love for literature.

**International Designer and Handmade Accessories:** To showcase global creativity, an International Designer section is included, displaying unique designs and creations from around the world. Handmade accessories complement it, providing patrons with an array of one-of-a-kind items.

**Recyclable Products:** Emphasizing sustainability, Books@Cafe features a section dedicated to recyclable products. This area promotes eco-friendly choices and supports environmentally conscious consumers.

**Coffee Shop and Restaurant:** Beyond shopping, Books@Cafe offers a delightful culinary experience. The establishment features a coffee shop and restaurant, providing a cozy setting for patrons to enjoy a variety of beverages, snacks, and meals.

In essence, Books@Cafe goes beyond being a traditional cafe or bookstore. It has evolved into a multifaceted space, encompassing a market for diverse products, a haven for book enthusiasts, a showcase for international design, and a culinary destination, all while fostering sustainability and community engagement.

**About SJIP:** Under the Social Justice Incubation Program (SJIP), Books@Cafe received a substantial grant of \$20,880, which was strategically allocated to prepare the cafe space, launch impactful social media campaigns, recruit a skilled workforce, promote recycling and upcycling initiatives, and facilitate the organization of events, workshops, and community-based activities. SJIP's support extended beyond financial assistance, including organizing an event in Garage Souk that resulted in immediate positive exposure both on-site and across social media platforms. This exposure translated into increased community support, strategic outreach plans, and successful engagement with the target audience. Thanks to SJIP, Books@Cafe is now fully operational, serving as a dynamic community hub that integrates cultural engagement, sustainability, and a unique marketplace.

**Impact  
(2022-2023)**

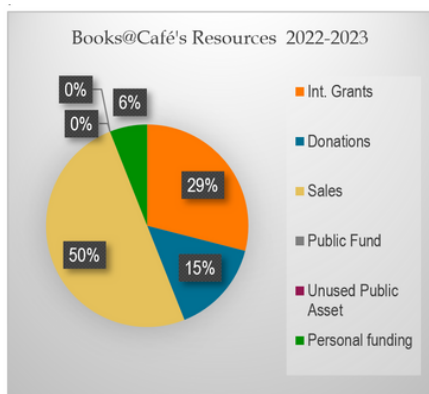
Books@Cafe has made a significant impact through its multifaceted initiatives, including community partnerships, thousands of successful sales transactions, and attracting over 200 walk-ins during a two-day book fair. The cafe's commitment to cultural engagement, sustainability, and diverse product offerings has positioned it as a thriving marketplace and a dynamic community hub. The positive exposure from the SJIP-organized event further boosted Books@Cafe's visibility and community support. In essence, the cafe has successfully integrated economic, cultural, educational, and social elements, making it a central and impactful space within the community

**SDGs target**

SDG 11 Sustainable Cities and Communities  
SDG 8 Decent Work and Economic Growth

**POLICY sector  
OECD-DAC**

16065 Recreation and Sport  
16066 Culture  
4303 Urban development  
16020 Employment Creation



Books@Cafe has embraced a hybrid resource model, strategically incorporating sales revenue, international grants, and donations to ensure financial sustainability and flexibility. The cafe generates income through book sales, handcrafted items, and culinary offerings. International grants, exemplified by the Social Justice Incubation Program, provide significant funding for specific initiatives, enhancing the cafe's growth and community impact.

Donations from community members and organizations further contribute to financial support, reinforcing Books@Cafe's role as a valued local institution. This diversified approach minimizes dependency on a single source, allowing the cafe to navigate challenges, pursue innovative projects, and continue its mission as a dynamic and impactful community space.

### **Books@Cafe: Unique value proposition**

Books@Cafe offers a unique value proposition that sets it apart in the market, combining cultural enrichment, sustainable practices, and a vibrant community hub. Here's an elaboration on its distinctive features:

- **Diverse Marketplace:** Books@Cafe serves as a diverse marketplace with a Mini-Center hosting local vendors, antique sections, international designer displays, handmade accessories, and recyclable products. This variety appeals to a wide range of interests, creating a unique shopping experience.
- **Literary Haven:** With dedicated bookshelves and a Book Bazaar section, Books@Cafe stands out as a haven for literature enthusiasts. It provides a curated collection of books and hosts literary events, book signings, and discussions, fostering a love for reading and intellectual engagement.
- **Sustainability Focus:** The cafe has a strong commitment to sustainability, promoting recycling and upcycling. This aligns with the growing demand for eco-friendly practices, attracting environmentally conscious customers who appreciate the cafe's efforts towards responsible consumption.
- **Culinary and Social Experience:** Books@Cafe goes beyond traditional cafes by offering a culinary experience through its coffee shop and restaurant. The inclusion of outdoor food vendors and a hookah space enhances the social aspect, providing patrons with a unique blend of gastronomy and socialization.
- **Community Engagement Hub:** Positioned as a multi-functional hub, Books@Cafe actively engages the community through events, workshops, and community-based activities. This creates a sense of belonging, making the cafe not just a place to shop or eat but a central hub for social and cultural interactions.



In summary, Books@Cafe's unique value proposition lies in its ability to seamlessly blend a diverse marketplace, literary focus, sustainability practices, culinary experiences, and community engagement. It offers a holistic and enriching experience for patrons, making it a standout destination that caters to a wide array of interests and values.

### **Next Plans Advocacy and Sustainability:**

Books@Cafe's sustainability plan combines environmental, economic, and social considerations. With the expansion of Garage Souk to include indoor vendors, a library, an events venue, a coffee shop, and restaurants, the plan focuses on:

- **Environmental Sustainability:** continuing recycling and upcycling practices, implementing energy-efficient measures, and reducing single-use plastics
- **Economic Sustainability:** supporting local businesses, diversifying revenue streams, and promoting economic activity through diverse offerings
- **Social Sustainability:** fostering community engagement, providing educational and cultural spaces, and creating inclusivity
- **Mobile Vendors and Pop-Up Markets:** increasing accessibility, outreach, and seasonal economic activity through mobile vendors and pop-up markets

Books@Cafe's sustainability plan demonstrates a commitment to adaptability, innovation, and community well-being, ensuring the continued success of the venture as a vibrant and sustainable community space.



## 5.16 BAALBEK ART ACADEMY

**How it started:** The Baalbek Cultural Council is positioned as a "humanitarian incubator," actively fostering positive change, artistic growth, and contributing to peace-building initiatives within the community. Established in Baalbek and Hermel, the Cultural Centre has been dedicated to cultivating awareness and launching cultural campaigns within the community, specifically targeting the prevalent atmosphere of hatred and violence among local residents. The Centre has successfully hosted numerous awareness events, featuring distinguished guests on a national level who actively participated in these campaigns. Recently, a new board was formed, leading to the organization of a significant event that brought together individuals with diverse backgrounds, including psychology, politics, religion, and law. The primary agenda of this gathering was to explore effective strategies for addressing and mitigating violence and hatred. One of the key recommendations stemming from these discussions was to target school students and leverage art as a powerful tool to confront and overcome these societal issues. Consequently, a decision was made to establish an "Art Academy" encompassing various disciplines such as music, dance, sculpture, painting, and photography, and provide a mix of paid and free of charge courses in order to harness market resources to sustain the Centre.

**Stage:** **Start-up**      **Location:** **Baalbek and Hermel, Lebanon**

**Websites:** [🔗 Garage Souk Facebook](#) [🔗 Garage Souk Lebanon](#)

### **Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial Non-Profit. The initiative is willing to strengthen its market activity with new services.

### **Collaborative Model:**

Baalbek Cultural Council (NGO) in partnership with American Cultural & Educational Centre (NGO)

### **Current Services offer**

#### **1) Professional Artistic Training:**

Formal Art Education: Immerse yourself in structured courses led by seasoned instructors covering a range of artistic disciplines. Acquire skills in a professional and academic setting, setting the foundation for a robust artistic career.

## 2) Stage Performance Opportunities

Band Formation Program: Join our exclusive program to form a professional band and gain exposure on renowned international stages, including The International Festivals of Baalbek. Upgrade your performance skills and showcase your talent globally.

## 3) Cultural Enrichment and Heritage Programs

Cultural Immersion Courses: Delve into the rich history of Baalbek, an internationally recognized touristic and historic city. Understand the importance of cultural heritage as a cornerstone for shaping your unique artistic identity.

## 4) Social Impact Initiatives

Community Engagement: Be part of a community that promotes positive social interactions and constructive behavioural disciplines. Showcase your talents in festivals and galleries, contributing to both personal growth and financial independence.

## 5) Confidence Building Through Artistic Expression

Therapeutic Art Sessions: Develop unwavering self-confidence through the therapeutic benefits of artistic expression. Leverage the power of music and art to alleviate stress and enhance overall well-being.

**6) Financial Empowerment Programs:** Explore avenues to monetize your artistic skills. Participate in festival performances and gallery displays, providing tangible pathways to financial independence while pursuing your artistic passions.

## 7) Holistic Personal Development Courses

Life Skills Development: Acquire essential life skills, including concentration, organization, and teamwork. Enrich your understanding of human cultures, art history, and the legacies of influential figures in the art world

**About SJIP:** Under SJIP, the partners received a grant of \$20,877.50 to prepare the space with the needed equipment and musical instruments, and prepare the communication, curricula, and methodologies. They will recruit the team to launch the program, and identify up to 100 youth (including Lebanese, Palestinians and Syrians, with a fair distribution between girls and boys) who meet the program's profile, and who are passionate to engage in cultural activities. The SJIP paved the way for the project of "The Art Academy" on both the financial and the human resources levels. Specifically, through the budget that we received from SJIP, along with the amount that we, ourselves, have disbursed, we were able to buy all the needed equipment (musical instruments, solar system sound system, etc.) that became the solid assets for the sustainability of the project. Moreover, through the coach's help, we were able to design the business model, and to even improve some steps regarding the management of the project.

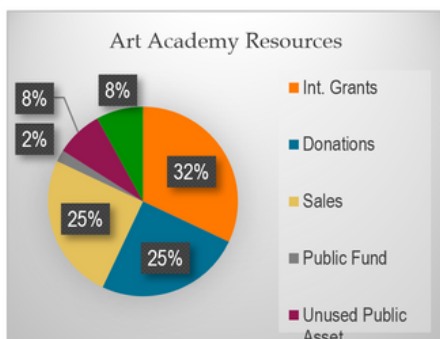
### Impact (2022-2023)

Target Reach and Achievements at Baalbek Art Academy in its start-up phase:

- The music class has surpassed expectations with an enrolment of 110 students actively participating in creating musical compositions, showcasing the depth of talent and the success of our training programs.
- Our partnership with The International Festivals of Baalbek ensures a platform for our artists to perform on prestigious stages, contributing to the success and recognition of both the academy and the performers.
- The drawing class, with 26 students, contributes to the preservation and representation of Baalbek's rich cultural heritage through visual arts. Artistic creations reflect the unique history of the region.

At Baalbek Art Academy, our success is measured not only in enrolment numbers, but also in the tangible impact on our students, partnerships with the community, and the recognition of our artists on national and international stages. We continue to strive for excellence in every sector of our intervention, fostering a community where creativity thrives and artistic achievements are celebrated.

<b>SDGs target</b>	SDG 10 Reduce Inequalities SDG 16 Peace Justice and Strong Institutions
<b>POLICY sector OECD-DAC</b>	16065 Recreation and Sport 16066 Culture 43040 Rural Development



The Hybrid Resources of Baalbek art Academy are undergoing a notable transformation that exemplifies a classic case of a non-governmental organization (NGO) transitioning from relying on non-dominant market resources to actively participating in the market. This shift is being facilitated through a structured financial planning strategy.

The key components of this transition include the introduction of revenue-generating initiatives. One such initiative involves offering paid courses and creating a cafeteria inside the Academy.

### **Baalbek Art Academy: Unique value proposition**

Baalbek Art Academy stands as more than an educational institution; it is the embodiment of the transformative vision of the Baalbek Cultural Council. The unique value proposition is grounded in the commitment to being a "humanitarian incubator," actively fostering positive change, artistic growth, and contributing to peace-building initiatives within the community of Baalbek and Hermel.

### **Holistic Approach to Positive Change**

Baalbek Art Academy is an integral part of the Baalbek Cultural Council, strategically positioned as a force for positive change in an environment marred by hatred and violence. Humanitarian Incubator: the academy goes beyond traditional education, serving as a nurturing ground for human values, personal development, and social harmony.

### **Cultural Awareness and Campaigns**

- **Dedication to Cultivating Awareness:** The Cultural Centre, from which the Academy stems, has a longstanding dedication to cultivating cultural awareness. This commitment is reflected in the success of numerous awareness events featuring distinguished guests on a national level.
- **Campaigns Against Violence:** Baalbek Art Academy was conceived as a strategic response to the prevalent atmosphere of hatred and violence, emphasizing the pivotal role of art in confronting and overcoming societal issues.

### **Interdisciplinary Board and Collaborative Approach**

- **Diverse Expertise:** The recent formation of a new board showcases our commitment to diversity, bringing together individuals with backgrounds in psychology, politics, religion, and law. This diversity enriches our approach to addressing complex societal challenges.

- Collaborative Initiatives: Significant events organized by the board aim to create collaborative strategies for addressing violence and hatred, emphasizing the importance of a unified approach from various disciplines.

### **Market Sustainability and Inclusivity**

- Mix of Paid and Free Courses: Baalbek Art Academy is designed to be inclusive by offering a mix of paid and free courses. This approach strengthens market resources, ensuring the sustainability of the Centre while making artistic education accessible to a broader audience.

### **Next Plans Advocacy and Sustainability:**

#### **1. Diversification of Revenue Streams**

- Student Fees: Continue relying on student fees as a primary source of revenue. Ensure that tuition fees are competitive and reflective of the value provided, attracting a steady stream of students seeking professional artistic training.
- Mini Snack Corner: The introduction of a "Mini Snack Corner" adds a supplementary revenue stream. This initiative not only caters to the needs of students and visitors, but also contributes to the financial sustainability of the Art Academy.

#### **2. Grant Applications and Sponsorship**

- Public and Private Grants: Actively seek grants from governmental and private institutions supporting art, culture, and education. Invest in a dedicated team to research, apply, and secure grants that align with the academy's mission and objectives.
- Corporate Sponsorship: Forge partnerships with local businesses and corporations interested in supporting cultural and educational initiatives. Develop sponsorship packages that provide visibility to sponsors while securing financial support for the academy.

#### **3. Collaborations and Partnerships**

- Local Collaborations: Strengthen collaborations with local schools, NGOs, and community organizations. Establish joint programs, exhibitions, and events that not only enhance the academy's visibility, but also attract new students and partnerships.
- National and International Connections: Leverage the success of the academy to establish connections with national and international institutions. Collaborate on projects, workshops, or cultural exchanges, expanding the academy's reach and potential funding sources.

#### **4. Fundraising Events**

- Art Auctions and Exhibitions: Organize fundraising events such as art auctions or exhibitions featuring works created by the academy's students. Engage the local community and art enthusiasts to support the academy while promoting the talents of its students.
- Cultural Events: Host cultural events, workshops, or performances that not only showcase the academy's achievements, but also serve as fundraising opportunities. Encourage community participation and patronage.



## 5.17 BASKINTA BAYTOUNA

**How it started:** In 2012, motivated by a vision to transform Baskinta into a zero-waste village and address the migration of youth for better opportunities, a group of young individuals founded the Baskinta Baytouna NGO. This organization embarked on a journey towards sustainable development with a focus on fair trade and environmental conservation. The primary mission was to provide local youth with viable employment opportunities within their community, thereby curbing the trend of urban migration or leaving the country in search of work. The NGO initiated various projects aimed at sustainable development and environmental protection. Key among these is the decentralized Waste Management Project (WMP), developed with the support of COSV (and in partnership with the local municipality). This project was designed to address the dual objectives of enhancing the local environment and generating employment for those in socially and economically disadvantaged groups. A notable aspect of the initiative is the establishment of a small-scale processing facility where collected waste is sorted and processed. The collaboration with the municipality further extended to setting up a recycling center, applying the Low Resource Demand Facilities (LRDF) technique. This innovative approach ensures that every three households have access to dedicated bins for efficient waste segregation and disposal. The project contributes to the recycling industry by selling processed materials such as plastics, cardboard, glass, wipes, and electronics to specialized companies. This not only aids in waste reduction but also generates revenue that supports the sustainability of the initiative.

**Stage:** Start-up      **Location:** Baskinta, Chouf Lebanon

**Websites:** [Baskinta and Beitouna](#) [Baskinta Municipality](#)

**Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial No profit. The initiative is willing to strengthen their market activity with new services + PSE public sectorial Enterprise.

**Collaborative Model:**

Baskinta & Beitouna (ngo) in partnership with Baskinta Municipality (PAs)

### Current Services offer

The Baskinta Baytouna NGO offers a focused suite of services to foster sustainable waste management and community development in Baskinta:

#### Waste Management and Recycling

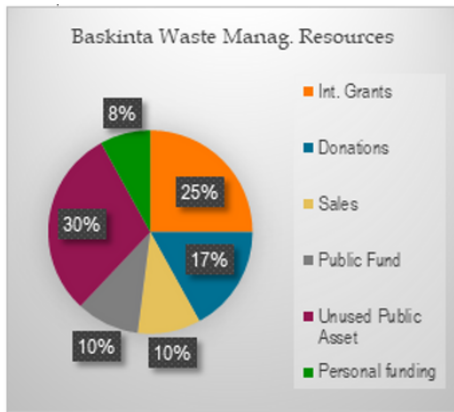
- Collection and Recycling: They provide systematic collection of recyclables from homes and businesses, processing these materials for recycling.
- Sale of Recyclables: Processed materials are sold to recycling companies, supporting the NGO's sustainability.

#### Environmental Education and Community Engagement

- Awareness Campaigns: The NGO runs campaigns via social media, door-to-door visits, and community meetings to educate on waste segregation and environmental care.
  - Workshops: Educational workshops are offered to teach sustainable living practices.
- Support for Community Development:
- Employment Creation: Jobs are created in waste collection, sorting, and processing, aiding economically disadvantaged groups.
  - Municipal Support: They assist the local municipality in enhancing waste management services.

**About SJIP:** Receiving a \$20,000 grant from the Sustainable Job Integration Project (SJIP) was a pivotal moment for the Baskinta Baytouna NGO, to enable significant enhancements in their recycling initiatives. This funding was strategically allocated to key areas. **Equipment Purchase:** The grant facilitated the acquisition of critical recycling equipment, including a waste compactor, enhancing the NGO's processing capacity. **Bins Distribution and Transportation:** Funds were used to procure specialized bins for waste segregation at the source and a mini van for efficient waste collection, ensuring recyclables are transported to the processing facility. **Facility Upgrade and Municipal Support:** Part of the grant supported upgrading the recycling facility and bolstering municipal capabilities to sustain recycling activities, ensuring long-term project viability. **Awareness Campaigns:** A portion of the funding was dedicated to raising public awareness about recycling practices through various channels, promoting community participation.

<p><b>Impact (2022-2023)</b></p>	<p>Baskinta Baytouna NGO has catalyzed transformative changes across Baskinta, significantly reducing environmental pollution through efficient waste management and recycling, while fostering community spirit around sustainability. Their efforts have not only enhanced the quality of life and health for residents but also generated economic benefits through job creation and sustainable revenue from recycled materials. Additionally, educational programs have raised awareness and equipped the community with skills in environmental stewardship. This multifaceted impact illustrates a successful model of integrating environmental conservation with community development, offering valuable lessons for similar initiatives globally.</p>
<p><b>SDGs target</b></p>	<p>SDG 12 Responsible Consumption and Production SDG 8 Decent work and economic growth</p>
<p><b>POLICY sector OECD-DAC</b></p>	<p>410 Environmental Protection 16020 Employment creation 150 Government and Civil Society</p>



Baskinta Baytouna NGO employs a model that ingeniously combines grants, revenue from recyclables, community contributions, partnerships, service fees, volunteerism, and sustainability measures to ensure its operations' financial stability and effectiveness. This multifaceted approach not only secures the necessary funding for the NGO's environmental and community development projects but also fosters a sense of ownership and participation within the community.

By leveraging a mix of external funding, income-generating activities, and the intrinsic value of community engagement, Baskinta and Baytouna maintain a sustainable, efficient, and impactful operation, positioning themselves as a model for innovative non-profit management in the realm of environmental sustainability.

### **Baskinta Baytouna: Unique value proposition**

Baskinta Baytouna NGO uniquely combines environmental sustainability with community empowerment and economic development, offering a holistic waste management solution that emphasizes community participation, education, and innovation. Their approach integrates comprehensive recycling processes, economic empowerment through job creation, and innovative techniques like the Low Resource Demand Facilities (LRDF), making their model efficient and sustainable. By fostering strong partnerships and encouraging local engagement, they not only address the immediate challenges of waste management but also contribute to the broader goals of environmental protection and social well-being. This integrated strategy, along with their commitment to scalability and replication, positions Baskinta Baytouna as a pioneering model for sustainable community development.

### **Next Plans Advocacy and Sustainability:**

Baskinta Baytouna NGO's sustainability plan is a comprehensive strategy aimed at securing its long-term impact and viability. It emphasizes financial sustainability through diversified funding sources and revenue-generating activities, alongside cost-efficient operations. The plan prioritizes environmental sustainability by adopting innovative recycling techniques and sustainable practices to minimize its ecological footprint. Community engagement is enhanced through expanded education programs and volunteer involvement, building a strong foundation of environmental stewardship. Organizational growth is supported by strategic partnerships, staff development, and advocacy for favorable policies. Additionally, a focus on continuous improvement through monitoring and evaluation ensures adaptability and effectiveness in meeting its goals. This multifaceted approach ensures that Baskinta and Baytouna remains at the forefront of community-driven environmental sustainability initiatives.





## 5.18 JESUIT GARDEN NEIGHBORHOOD GATHERING

**How it started:** After the Beirut Blast in 2020, and the multiple unprecedented crises affecting Lebanon, the Municipality of Beirut was struggling in the management of one of the few public gardens in Beirut, and as a result, the garden remained closed for a long time. Citizens in the neighborhood decided to act, adopting an innovative approach to the context: regenerate the urban area via a community-led governance of the public spaces, by integrating livelihood, social cohesion, and self-sustainable strategies.

**Stage:** **Start-up**      **Location:** **Beirut, Achrafieh area, Lebanon**

**Websites:** [🔗 Jesuit Garden Neighbourhood Gathering](#)

### **Social Enterprise Model (ICSEM, standard):**

ENP Entrepreneurial Non-Profit and Community Enterprise (in the process of registration in 2023). The initiative's members' values are reflected in the creation of an entity under the ENP Entrepreneurial Non-Profit model, with a strong participatory governance related to the regeneration of a specific urban area, that falls under the community enterprise definition

### **Collaborative Model:**

Citizens (individuals); Assabil Association (NGO) - (private NGO managing Beirut public libraries, one of them being inside the Jesuit public garden)

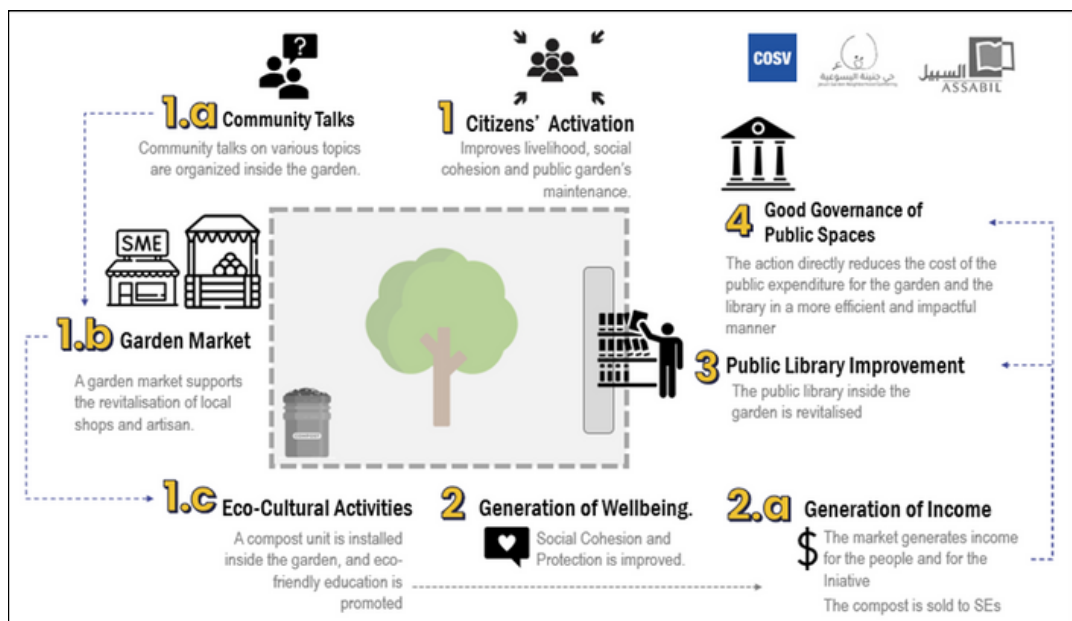
### **Current Services offer**

- Garden Market: "Discover Geitawi at our Garden Market in the Jesuit Garden. Enjoy music, delicious food, a green ambiance, free kids' activities, and unique, handmade items. Occurring monthly in fall and spring, we support local businesses and reinvest all profits into maintaining the garden through our partnership with Assabil."
- Sobiye: "Sobiyeh is a monthly neighborhood gathering that brings us all together to share updates, exchange ideas, and strengthen our community bonds over coffee and delicious treats."
- Weekly and monthly activities in the Jesuit Public Garden and Assabil Association, such as walking club, composting, chess club, and cleanup events.
- Starting up a "neighborhood community center" where residents from the community will design, implement and lead activities

**About SJIP:** Under SJIP, the initiative received a grant of \$20,000. The funds were basically essential for the start-up phase to prepare the garden, work on communication, conduct research and social assessment, and plan events and activities (composting, walking club, etc.). The initiative restored the Jesuit Public Garden, and purchased the needed materials and tools to organize the market and implement the planned activities. It reached out to residents in the community to sell their products (food and non-food), maintained and cleaned the garden and the surrounding areas, sought technical support and started to prepare for a community center in the neighborhood as a new private space for JGNG to implement its activities and generate income.

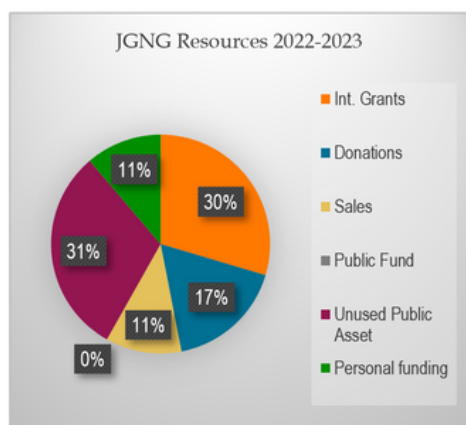
<p><b>Impact (2022-2023)</b></p>	<p>As mentioned above, JGNG held different activities in the garden and is planning for new ones in its private community center. The majority of these weekly activities gathered mainly community members from the neighborhood; for instance, the walking club, where around 15 ladies and men gathered once a week, whom we trained on some exercises; the chess club, which gathered people from the neighborhood and around, with more than 20 people gathering every Friday afternoon to enjoy this activity together; the composting team, with around 15 families taking care of- and leading this delicate process, which held different meetings and awareness sessions; in addition to many other monthly activities (movie screening, jam sessions...). The other major successful activity designed and implemented by JGNG was the Garden market, held on the 23rd &amp; 24th of June 2023, with more than 3000 visitors, 31 vendors (13 neighborhoods), 4 food vendors, 8 musical acts, and 3 eco-workshops. This event generated good revenue for the initiative, allowing to work on the development of other new activities.</p>
<p><b>SDGs target</b></p>	<p>SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable</p>
<p><b>POLICY sector OECD-DAC</b></p>	<p>43030 Urban Development 16010 Social Protection 16065 Recreation and Sports 16066 Culture 151010 Democratic Participation and Civil Society 257030 Business Development Service</p>

### The Jesuit Garden Neighborhood Gathering (JGNG) Model



The JGNG (Jesuit Garden Neighborhood Group) is led by a collective of citizens (with a specific number of promoters) residing in the same area. This group consists of individuals from various backgrounds, including Lebanese, international, and regional members (Syrian, Jordanian, Palestinian). This diverse composition aims to ensure a strong commitment from the community. To facilitate this commitment, regular community discussions are initiated, covering a range of topics. At routine intervals, activities such as the Garden Market are organized to invigorate the local economy. Additionally, an eco-friendly compost unit has been established within the Garden, which is donated by Compost Baladi Company. The promoter group oversees various environmentally conscious activities for children, adults and elderly people. These activities encompass the consistent maintenance of the garden.

The initiative has a well-defined social business model with a focus on fostering social cohesion and generating income to sustain the project. This income generation is aimed at supporting the initiative itself and at generating personal income for individuals and small and medium-sized enterprises (SMEs) within the area.



The JGNG, in its social enterprise startup phase, adopts an ENP model with community enterprise elements, considering that the initiative is implemented by citizens who want to improve the management of a public garden (currently underutilized) in their neighborhood and contribute to social cohesion. The success of their initiative relies on their capacity to mobilize individuals, CSOs, and SMEs in the area.

That's why donations and voluntary work are essential in their model. They also act with social entrepreneurship by developing income-generating activities, such as revenue from monthly garden markets and the sale of compost to a social business. The compost is collectively produced in a compost unit they installed in the garden.

### **Next Plans Advocacy and Sustainability:**

Creating a sustainability plan for the neighborhood community center is a crucial step in ensuring its long-term success and positive impact on the community. A well-thought-out sustainability plan involves considering various aspects of sustainability, including social, cultural, environmental, and economic factors. Here's an elaboration of how you can develop a comprehensive sustainability plan for your community center:

### ***Social Sustainability:***

- **Engage the Community:** Actively involve the community in suggesting, assessing, designing, and implementing activities. This ensures that the programs and services offered align with the community's needs and desires.
- **Inclusivity:** Ensure that the activities cater to a diverse range of community members, addressing the needs of different age groups, backgrounds, and abilities.
- **Education and Skill-building:** Offer programs that promote education, skill development, and personal growth, contributing to the social well-being of the community.

### ***Cultural Sustainability***

- **Preserve and Celebrate Local Culture:** Host events and activities that celebrate the cultural diversity of the community, fostering a sense of belonging and identity.
- **Collaboration:** Partner with local artists, cultural organizations, and experts to organize cultural events, workshops, and exhibitions.

### ***Environmental Sustainability***

- **Green Initiatives:** Implement eco-friendly practices within the community center, such as recycling, energy efficiency, and waste reduction.
- **Community Gardens:** Integrate sustainability into your community center by supporting local, organic gardening practices, which can also serve as an educational platform for environmental awareness.

### ***Economic Sustainability***

- **Market Events:** The quarterly markets between the garden and community center can be a significant source of income. Ensure effective marketing and promotion to attract a broad audience.
- **Diversify Income Streams:** Beyond the markets, consider other income-generating activities, such as renting out spaces for events, offering paid classes or workshops, or seeking sponsorships and grants.
- **Cost Control:** Regularly review and optimize operational costs to maintain financial stability and maximize resources for community activities.



## 5.19 CEZAR'S PROJECTS

**How it started:** Cezar Mahmoud inherited a guest house from his family when he was 24 years old; in 2017 he decided to engage his friends in a project that would support the employment of youth in the area located in the mountain. Currently, Cezar's Projects' is a social enterprise in the Shouf region of Mount Lebanon aiming to develop standard rural tourism operations and coordinate rural initiatives in a youthful and innovative spirit. Cezar's Projects sets an example in Lebanon for preserving local traditions, sustaining local talent, and providing youth and locals with job opportunities aligned with the region's ecosystem and resources.

**Stage:** Growth

**Location:** Chouf region, Lebanon

**Websites:** [Cezar's Projects](#)

### Social Enterprise Model (ICSEM, standard):

Cezar's Projects is registered as company (S.A.L). Its business model and its governance structure fall between the SB Social Business model and the community enterprise model (SC), due to its strong participatory governance and its mission covering the regeneration of a deprived area.

### Collaborative Model:

Collaborative Model: Youth (volunteers) , Chibli (farmer), Cedars Ground Campsite (tourism project), municipalities (Barouk - Fraidis, Maasser municipality...), Destination Shouf, MEDUSA, RMF, Anera, Shouf Biosphere Reserve, Institut Francais

### Current Services offer

**Farmville Barouk:** It is a community project that offers accommodation, traditional meals, agricultural activities, and bonfire nights. The project also includes a creative workspace for people with special needs to create and sell handcrafted items, and a community kitchen open to locals. We have recently established a hub in Farmville Barouk that is fully equipped with the necessary facilities, including a venue for conferences, training, workshops, and lectures, open to universities, non-governmental organizations, community events, and community members hosting online and in-person meetings. Likewise, the project serves as a social entrepreneurship consultancy hub, guiding potential investors and entrepreneurs aiming to create a positive impact in the area. It also operates as a space where community members can offer visitors pottery-making, art, and farming activities through workshops and classes, including a place for 30 local Shouf women to receive training in creating innovative products from waste such as bags, baskets, and small rugs to sell and earn an income.

**Paragliding activity:** In 2022, we launched the first paragliding project in Shouf, which we implemented in partnership with the Shouf Biosphere Reserve and Gravity Advisors. Visitors will now be able to fly with our local pilots who have been trained by Gravity Advisors.

**Maasser Donkey Farm:** Maasser Donkey Farm offers its guests educational farming packages that include walking or riding a donkey through the Maasser meadows and participating in an herb distillation experience. Just recently, Maasser Donkey Farm launched a beekeeping experience.

**Maasser Farm Table:** The farm table is a food experience, which we offer at Maasser Donkey Farm, prepared by the local village cooks, and using natural produce grown in the field where the project is taking place.

**Streeh Guest House:** It is an old house we renovated with Lamia, the owner, a local woman from the village, and then we turned it into a guesthouse with unique food offerings. Lamia also provides cooking classes to teach guests how to cook "sleeqa" gathered from nearby fields, and prepare traditional meals.

**Khelte Rahija's Kanoons:** An elderly woman named "Khelte Rahija" from the Batloun village in Shouf has kept the art of traditional kanoon-making alive. Kanoons are traditional pottery produced in the Shouf region, often made of mud, shaped by hand, and sun-dried before being used to heat water in kettles for the maté drink. Through the intervention of Cezar's Projects, the experience became an organized cultural experience, welcoming visitors from different nationalities who participated in kanoon making, hence creating a good source of income for this local woman.

**Local Production:** Cezar's Projects also developed a hub for rural products launched in partnership with local families. This initiative is also a partnership with a local licensed clinic, where strict quality control, food safety standards, and sustainable agricultural practices are all applied. Furthermore, only seasonal ingredients were included in the products, giving them a competitive advantage. These products are now displayed and sold at the initiatives managed by Cezar's Projects, mainly in Farmville Barouk.

**About SJIP:** Under SJIP, the partners received a grant of \$19,448.25 to structure a farm-to-table lunch experience, and enrich the natural experience of visitors and tourists since a naturally served food experience is still lacking in the region, as visitors can only find restaurants in Maasser and its surrounding villages. We used the in-kind grant to invest in the tangible assets needed for establishing "Warak Arish," a farm-to-table experience. Visitors can meet farmers in the fields, purchase their fruits and vegetables, and enjoy a farm-fresh, home-cooked lunch prepared by local women. We were additionally able to market the project and establish its branding due to the in-kind grant. Through giving home cooks proper training in a variety of topics, including cooking, food presentation, and hosting and hospitality, we were able to work on improving their skills. In addition, SJIP helped us by linking us with a large network of influential individuals, and providing us with mentorship and professional guidance by connecting us to business coaches

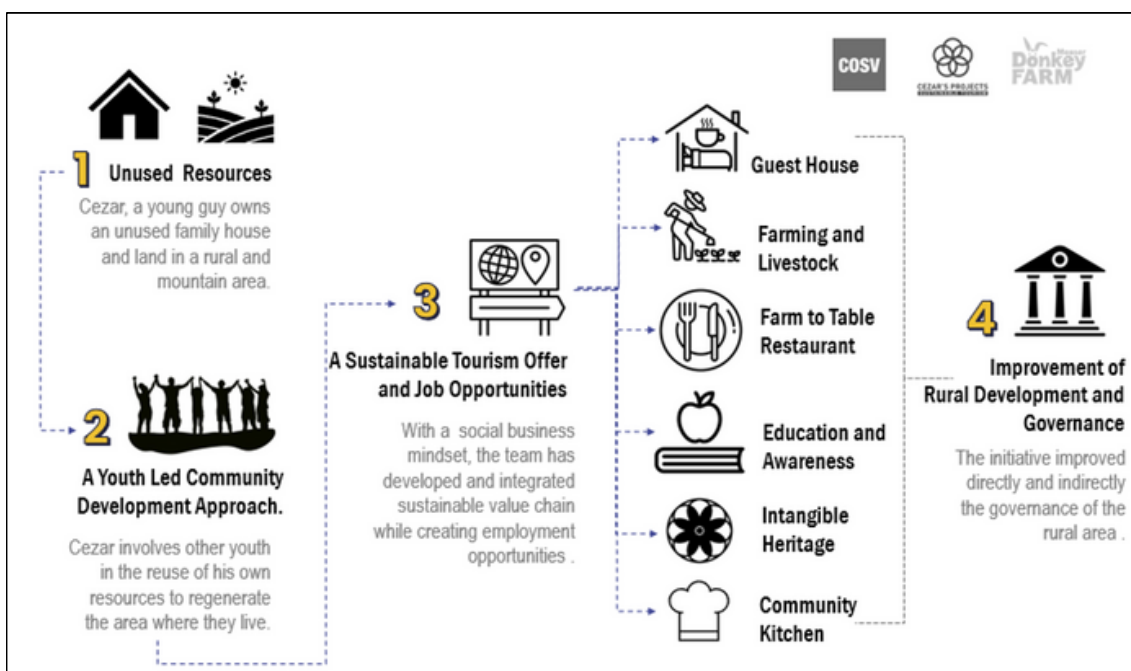
**Impact  
(2022-2023)**

Under Cezar's projects, we were able to generate 75 direct job opportunities and welcome 30,000 visitors from 69 different nationalities. The Maasser Farm-Table initiative under SJIP resulted in 22 beneficiaries, which were divided between youth who found employment or volunteer opportunities, local cooks who earned a new source of income, and farmers who received access to a market of visitors. Cezar's Projects has created over 50 different experiences and formed over 30 collaborations by the year 2023.

In terms of revenue (sales), Cezar's Projects had achieved \$68,736.00 by the end of 2022

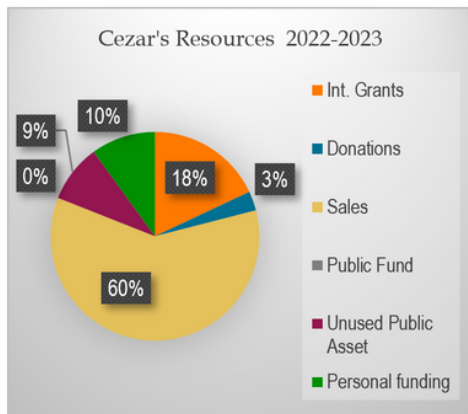
<b>SDGs target</b>	SDG 12 Responsible Consumption and Production SDG 8 Decent Work and Economic Growth
<b>POLICY sector OECD-DAC</b>	43040 Rural Development 31120 Agriculture Development 33210 Tourism 16065 Recreation and Sports 16066 Culture 41081 Environmental Education

## The Cezar's Projects Model



The Cezar's Project's social business model heavily relies on a community-oriented approach to rural and tourism development. It integrates the active participation of young people in the design and decision-making processes for sustainable tourism and agricultural services and products, with youth primarily coordinating initiatives for sustainable tourism centered on preserving traditional practices. Cezar's visionary perspective has transformed a personal asset into a communal resource, propelling the initiative to a growth stage within six years. It now possesses the full capacity to cultivate an inclusive and sustainable value chain in both sustainable tourism and agriculture. Today, a variety of experiences are created, giving visitors the chance to spend time in the Shouf region and try out different experiences.

One of the recent endeavors by the Community Kitchen, conducted in partnership with AMURT Lebanon and the Barouk-Fraidis Municipality, is the launch of a Community Kitchen project. This project is designed to benefit residents by granting them access to advanced machinery and cooking facilities, enabling them to prepare their desired delicacies and meals at a reduced cost. Additionally, it promotes robust social cohesion mechanisms within an underprivileged area, fostering a public-private partnership for good and inclusive governance.



The hybrid resource model employed by Cezar's Projects is a unique organizational structure that combines elements of both a social business and a community enterprise. The primary sources of revenue for this model are derived from touristic services, donations, and personal funding, which played a crucial role in initiating the project. This diverse funding approach reflects a commitment to financial sustainability while aligning with the project's social and community-oriented goals.

The community enterprise aspect of Cezar's Projects is evident in its engagement with the local community. The involvement of youth in project activities and the inclusion of community members in decision-making processes underscore a participatory approach. This not only empowers the local youth, but also ensures that the community has a say in shaping the project's direction. Additionally, adopting an ethical model reflects the organization's commitment to serving the community's needs, particularly in areas such as education and responsible farming and production.

A noteworthy component of the hybrid model is the establishment of a community kitchen in collaboration with the municipality. This strategic partnership expands the initiative's capacity, allowing it to leverage underutilized public community assets. By regenerating these assets, Cezar's Projects not only contributes to the overall development of the community, but also creates services that enhance livelihoods and foster social cohesion.

In summary, Cezar's Projects' hybrid resource model combines financial sustainability with a strong commitment to community engagement and ethical practices. Through touristic services, donations, personal funding, and strategic partnerships, the organization not only initiates positive change in the community, but also actively involves local stakeholders in shaping and benefiting from its various initiatives.

**Next Plans Advocacy and Sustainability:**

Cezar's Project's sustainability plan is a holistic strategy designed to ensure enduring success and positive community impact. The organization is committed to diversifying revenue streams, engaging the community through partnerships and volunteer programs, and implementing eco-friendly practices. The plan also outlines initiatives for youth development, responsible tourism, and ethical farming.



Looking to the future, Cezar's Projects aims to expand its activities and projects to magnify its influence. A pivotal focus involves investing in solar energy, particularly in Farmville Barouk, and refurbishing guesthouses under Cezar's Projects. To bolster these efforts, the organization plans to increase team capacities through recruitment and skill development. Importantly, the commitment to community engagement remains unwavering, with ongoing initiatives and the introduction of new projects to involve and benefit the local community continuously. The sustainability plan is dynamic, incorporating adaptability and innovation to ensure Cezar's Project's resilience and lasting positive contributions to both the environment and the community.



## 5.20 THE GREEN CIRCLE

**How it started:** Prior to our engagement in the SJIP program, '0-Waste Community' and 'Dekent Nes' had already established direct contact as entities with aligned visions and missions, both serving the same community in Chouf. The narrative of our partnership began during the initial meetings of SJIP, where various organizations from across Lebanon presented their activities and the Sustainable Development Goals (SDGs) they aim to address. At the conclusion of the program, Garbaliser approached 0-Waste Community, expressing interest in adopting their model for Baalbek. Subsequently, Dekent Nes was invited to join as a third party, following the decision to focus the initiative on a village within the Chouf district

**Stage:** **Start-up/Growth**    **Location:** **Bshatfeen, Mount Lebanon, Lebanon**

**Websites:** [🔗 0 waste community](#) [🔗 Garbaliser](#) [🔗 Dekenetalnes](#)

**Social Enterprise Model (ICSEM, standard):** ENP, SC, SB

The Green circle is a collaborative economy initiative established with the SJIP. It gathers several models of SE:

- An ENP model represented by 0-Waste Community, a non-for-profit NGO promoting a zero-waste lifestyle and presenting solutions to transform non-organic waste into resources
- The SC model represented by the zero waste shopping experience, Dekenet Nes, registered as company (SAL) but operating as a social cooperative involving citizens in the shareholding and decision-making process
- The SB social business model represented by Garbaliser, a for profit company in the circular economy sector that presents solutions in managing organic waste.

### **Collaborative Model:**

An NGO (0-Waste Community)  
 A Social Enterprise (Dekenet Nes)  
 Social Business (Garbaliser)  
 Local Committee  
 Municipality

### **Current Services offer**

The "Green Circle" initiative, a collaborative effort among the 0-Waste Community, Dekent Nes, and Garbaliser, represents a comprehensive approach to sustainable waste management and eco-friendly product distribution within a targeted village. The initiative is designed to directly engage the community, enhance agricultural practices, and promote environmentally responsible consumer choices

### 1. Door-to-Door Collection of Sorted Waste

The initiative provides meticulous door-to-door collection services, focusing on the segregation of organic and non-organic waste from both residential and non-residential units within the village. This service is pivotal in reducing landfill waste, promoting recycling, and ensuring the proper disposal and treatment of organic materials. The sorted collection process not only facilitates efficient recycling but also supports the production of organic compost and liquid fertilizers, reinforcing the circular economy model within the community.

### 2. Liquid Fertilizer:

A key product of the "Green Circle" initiative is the liquid fertilizer, derived from the treated organic waste. This product is aimed at improving the agricultural experience of local farmers and villagers by providing a natural, effective solution for enhancing soil fertility and crop yield. The use of this eco-friendly fertilizer supports sustainable farming practices, reduces dependency on chemical fertilizers, and contributes to the overall health of the village's ecosystem.

### 3. Environment-Friendly Shopping Experience

In addition to waste management services and agricultural enhancements, the initiative offers discounts and special offers on environmentally friendly shopping experiences at the Dekent Nes community shop. This includes a range of Lebanese-made detergents and food items that are eco-friendly, promoting sustainable living among the community members. By encouraging the purchase of locally sourced, green products, the "Green Circle" initiative helps reduce carbon footprint, support local economies, and foster a culture of environmental responsibility.

**About SJIP:** Under the auspices of the SJIP, the "Green Circle" initiative was awarded a significant grant of \$18,000 USD. This funding catalyzed the development of an environmental hub that epitomizes a comprehensive and innovative approach to waste management. The SEE Change program played a crucial role in facilitating the establishment of this eco-friendly facility on previously unused municipal land. The facility's operations and objectives are multifaceted, aiming to revolutionize waste management processes within the community.

Here is an elaboration of the facility's activities and goals:

**Scheduled Waste Collection:** The initiative implements a systematic approach to waste collection, organizing scheduled routes for the separate collection of organic and non-organic waste. This separation at the source is critical for efficient waste management, enabling more targeted recycling and treatment processes.

**Phase 2 Advanced Sorting:** Upon collection, the sorted waste undergoes a secondary, more advanced sorting process at the facility. This phase is designed to further refine the separation of waste materials, ensuring that each type of waste is processed in the most appropriate and sustainable manner.

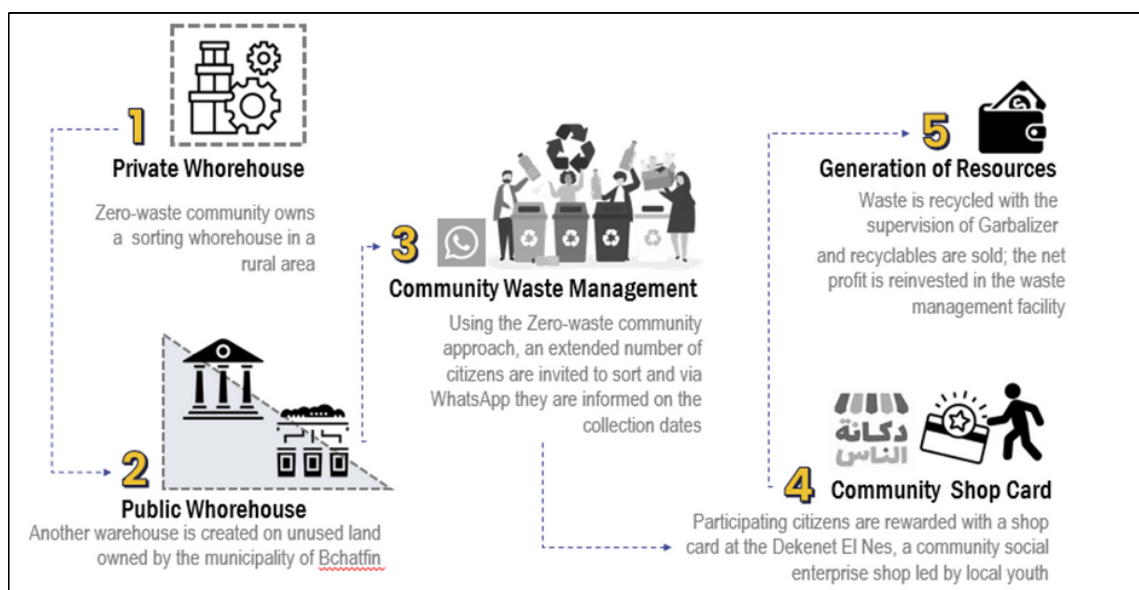
**Baling and Selling Non-Organic Waste:** Non-organic waste, once sorted and processed, is compacted into bales for sale to trusted local and national recycling or processing facilities. This not only provides a source of revenue to support the initiative's operations but also contributes to the larger recycling ecosystem, reducing landfill use and promoting material reuse.

**Conversion of Household Waste into Fertilizers:** A significant portion of the organic waste collected is transformed into high-quality fertilizers. This process not only diverts waste from landfills but also creates a valuable product for local agriculture, enhancing soil quality and supporting sustainable farming practices.

**Rewarding Sorting Efforts:** To incentivize community participation in source sorting, the initiative offers a rewards system based on levelled discounts for purchases. These discounts are determined according to the project's rubrics, encouraging residents to actively engage in sorting their waste to benefit from savings on products or services offered by the environmental hub.

<p><b>Impact</b> <b>(2022-2023)</b></p>	<p>The Green Circle initiative has successfully employed five individuals, including a project coordinator, a sales lead at Dekent Nes, a driver, and two warehouse workers. Notably, there's a plan to train the sales lead to eventually assume the role of project coordinator. The project has demonstrated resilience, maintaining operations through initial challenges with the support of financial funding and emotional encouragement from the organizing team and coach. The effectiveness of The Green Circle is increasingly quantifiable, with both qualitative and quantitative growth being diligently recorded. <b>Key achievements include:</b></p> <ul style="list-style-type: none"> <li>- Increase in Sorting Points: 0-Waste expanded its sorting points from 150 to 160, leading to a revenue increase from an average of \$86 to \$92.</li> <li>- Expansion by Garbaliser: Reached out to the Bshatfeen database, securing a 100-collection point for organic waste, aiming to increase this to 105 and thus raise average revenue from \$900 to \$945. Notably, around 50 households have opted for composting, feeding hens, or donating to neighbors' pets, contributing to organic waste management.</li> <li>- Contributions of Dekent Nes: Beyond saving 50 kg of waste through refilling practices, Dekent Nes supports at least 10 local suppliers, achieving a 10% net profit from a monthly revenue of \$1,500.</li> </ul> <p>However, efforts to expand the project's reach encountered challenges in detailed tracking of engaged residents due to the current database categorizing by households rather than individuals, coupled with the lack of funding for a digital management system. Despite these obstacles, the project directly benefits 147 members of the host community and 15 refugees, with a demographic distribution showing 31 males to 136 females, 41% of whom are above 45 years old, with the remainder evenly distributed among age groups 14 to 44.</p>
<p><b>SDGs target</b></p>	<p>SDG 12 Responsible Consumption and Production</p>
<p><b>POLICY sector OECD-DAC</b></p>	<p>14050 Waste management and disposal 41081 Environmental Education 43042 Integrate rural development</p>

### The Green Circle Partnership Model





The Green Circle project utilizes a hybrid resource model for its funding and sustainability, incorporating international grants, revenue from sales, utilization of unused public assets, and personal funding. This multifaceted approach ensures financial stability and long-term viability by: International Grants as initial seed funding for setup and operational costs, enabling the project to launch without immediate financial strain.

Revenue from Sales Generates ongoing income through the sale of recycled materials, organic fertilizers, and eco-friendly products, ensuring the project's self-sustainability.

Unused Public Assets Leverages partnerships with local governments to use municipal land for facilities, reducing infrastructure costs and fostering community ties. Personal Funding Reflects commitment from the project's founders and community, filling financial gaps and aligning the initiative closely with local needs.

The hybrid model offers diversification of funding sources, enhances sustainability, promotes community engagement, and provides flexibility for growth and adaptation. This strategic financial approach underpins The Green Circle's mission of sustainable waste management and community empowerment, showcasing a replicable and resilient model for environmental initiatives.

### **The Green Circle: Unique value proposition**

The Green Circle Partnership Model starts from a private warehouse run by O-Waste Community located in Kfarnabrakh where non-organic waste is collected and repurposed into resources, in addition to a private warehouse owned by Garbaliser in Baalbek-Hermel where organic waste is composted to produce liquid fertilizers. With the funds received under the SJIP, the team has created a local warehouse located on an unused land owned by the Municipality of Bshatfeen, a rural and deprived area of Mount Lebanon. This collaboration aims to expand the waste management experience of the village to increase the sorting capacity and better manage recyclable waste. The recyclable waste is collected using a community approach, engaging citizens and activists in a self-organization mechanism. It also relies on direct contact via WhatsApp and neighborhood leaders, often women, who support the waste collection mechanism and had already been active members of "O-Waste Bshatfeen" Committee for more than 2 years. Citizens who participate in the program receive a unit code by which their collectables get evaluated and rated as per project rubric. Accordingly, levelled discounts as per the ratings are offered at "Dekenet Nes" shop, a zero-waste store led by youth

### **Next Plans Advocacy and Sustainability:**

The sustainability of the Green Circle project is fundamentally reliant on the effective sorting of waste and the operations of Dekenet Nes. According to the internal Memorandum of Understanding (MOU), the project coordinator is tasked with managing all financial records and revenues generated by the three collaborating entities. To ensure the project's sustainability, the expenses of Green Circle will be financed by the combined revenues from:

1. Sales of collected and sorted non-organic waste,
2. Revenue from the sale of liquid fertilizer produced from organic waste, and
3. Sales of a variety of products offered by Dekenet Nes, including detergents, oil, tahini, and confectionery, within the Bshatfin project.

Additionally, there will be a strategic shift in the distribution of responsibilities to enhance efficiency and reduce costs, with Dekenet Nes employees assuming more central roles in the project. This adjustment aims to streamline human resource expenses, reducing them to four out of five roles, and transitioning the project coordinator's tasks accordingly.

As part of its future development strategy, Green Circle sets an ambitious target of achieving a 5% monthly increase in sorting checkpoints. This growth is expected to enhance revenue streams and expand the project's reach to include all households and small businesses in the village. The ultimate objective is to transform Bshatfine into a zero-waste community.

The project is also in anticipation of additional funding to activate pending tasks, notably the implementation of a data management system and its associated hardware. This system is crucial for tracking household participation, allocating reward points based on adherence to project guidelines, and facilitating comprehensive data analysis to gauge the project's social impact.

The Green Circle project holds significant promise as a model for waste sorting and sustainability, attracting interest from neighboring villages. The three partner entities are committed to making this initiative a replicable success story throughout Lebanon, demonstrating the project's potential for broader application and impact.

## VI - FINDINGS AND RECOMMENDATIONS

The subsequent incubation and acceleration of 20 projects under the Social Justice Incubation Program (SJIP) shed light on the significant contributions of social enterprises to advancing social justice in Lebanon. Detailed observations of the pilot projects, coupled with numerous discussions with project partners during the incubation phase, highlight the critical need to acknowledge the diverse types and cultures of social enterprises operating within the country. Engaging in activities related to the social and solidarity economy, social business, or entrepreneurial non-profit initiatives, these entities collectively strive for the common good. There exists substantial potential for establishing and scaling up numerous SEs or existing businesses to adopt various forms, including Enterprises with a Non-Profit orientation (ENP), Public Social Enterprises (PSE), and Social Cooperatives (SC), among others. Figure 4 illustrates the resulting models under the Social Justice Incubation Program.

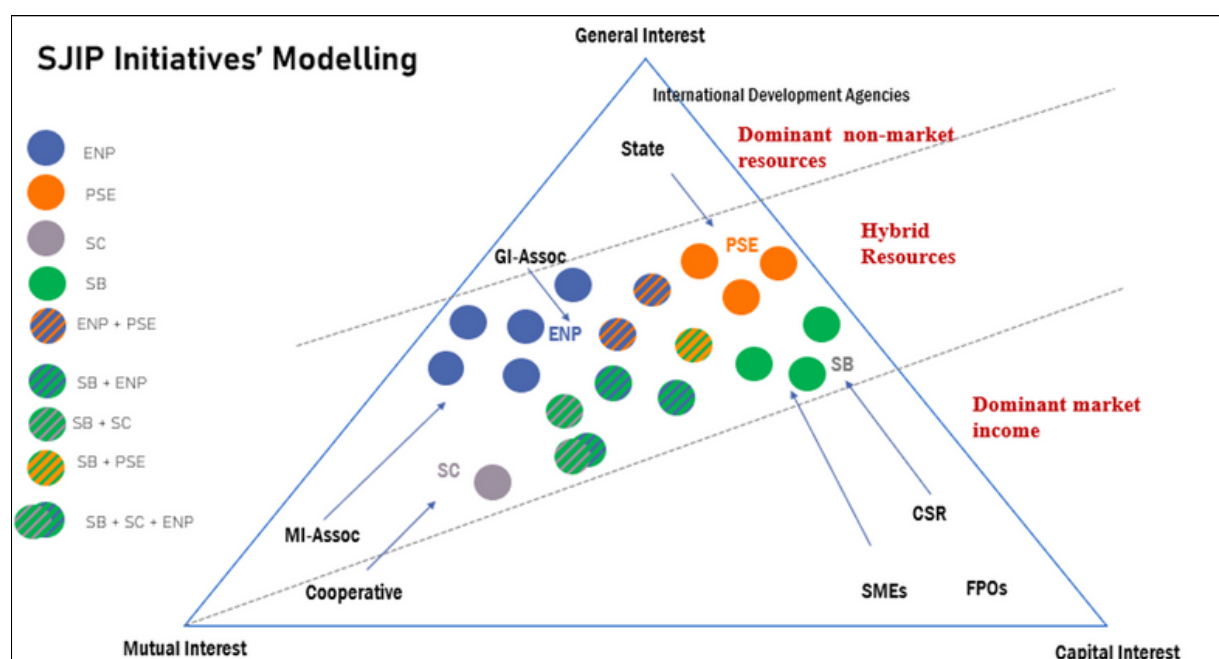


FIGURE 4: RESULTING MODELS UNDER THE SOCIAL JUSTICE INCUBATION PROGRAM

The emergence of Entrepreneurial Non-Profit organizations (ENPs), as highlighted through the Social Justice Incubation Program (SJIP) initiatives, reflects a nuanced understanding of social enterprise within the Lebanese context. Defined by the International Comparative Social Enterprise Models (ICSEM) standards, these entities strive to merge the financial sustainability of a commercial venture with the values and structure of a non-profit organization, without transitioning into a traditional enterprise model, but they prefer to keep their NGO status. This approach is often misunderstood in Lebanon, where the delineation between commercial and non-profit sectors is less pronounced.

ENPs aim to navigate this complex landscape by generating revenue through business activities that directly support their social or environmental missions, thereby ensuring a sustainable approach to achieving their goals. This innovative model presents both challenges and opportunities, including the need for regulatory frameworks that recognize and support the unique position of ENPs, balancing entrepreneurial activities with non-profit values, and leveraging commercial strategies for social impact. As such, ENPs exemplify a promising pathway for sustainable development and social justice, advocating for a reevaluation of traditional non-profit and commercial enterprise paradigms in Lebanon and beyond.

The preliminary analysis of the Social Justice Incubation Program (SJIP) highlights also that in Lebanon, there is potential to further explore the values inherent in Social Cooperatives, such as participatory governance and scaling through collaboration. Another aspect that has emerged is a misunderstanding in Lebanese culture and legislation regarding the difference between traditional cooperatives and social cooperatives. Specifically, in social cooperatives, the goal and the redistribution of profits are governed by the social mission rather than by membership participation. This distinction underscores the unique focus of social cooperatives on achieving social objectives and ensuring that their operations and profit distribution align with these goals, rather than primarily serving the interests of their members. Despite the collapse of Lebanon's state and financial systems, this paper underscores the resilience of its citizens—youths and adults alike—committed to enacting positive change. Many have spearheaded the revitalization of underutilized public assets, channelling personal resources and human capital towards the common good. This demonstrates a remarkable capacity for driving societal transformation in the absence of state support.

Another significant development within the Social Justice Incubation Program (SJIP) is the successful pilot of three School-Enterprise initiatives in collaboration with the Ministry of DGVTE. These cases represent a fundamental shift in the public policy landscape of Technical and Vocational Education and Training (TVET) in Lebanon. They illustrate the government's crucial role in shaping the future of social entrepreneurship through support for policy reform. By adopting specific Public Sectorial Social Enterprise (PSE) strategies, these initiatives signal a broader application potential in various sectors, including agriculture, community-based services, and protection. This approach demonstrates how targeted government intervention and support can catalyze significant transformations within social entrepreneurship, emphasizing the importance of strategic public sector engagement in fostering an enabling environment for social enterprises.

Moreover, the evolving landscape of social enterprise (SE) models presents a unique opportunity for designing targeted support programs that cater specifically to the diverse needs of the SE sector in Lebanon. By recognizing the distinct contributions of different SE models to social justice advancement, international and local support entities can create nuanced programs that enhance the sector's impact.



Entrepreneurial Non-Profit (ENP) and Public Sectorial Social Enterprise (PSE) models are crucial for enhancing the governance of essential services, improving livelihoods, and fostering social cohesion. These models often focus on addressing systemic issues within public services and community welfare, necessitating support programs that emphasize capacity building in governance, strategic planning, and public-private partnerships.

Social Cooperative (SC) and Social Business (SB) models are key drivers of market transformation. They aim to create more equitable labor markets, offer inclusive job opportunities, and support environmental sustainability. Support programs for these models should focus on entrepreneurial skills, access to markets, financial instruments conducive to green business practices, and mechanisms that promote inclusivity in the workplace.

To effectively support these diverse models, SE support programs must adopt a tailored approach that includes:

- Customized Coaching: Offering mentorship and advisory services that address the specific operational, strategic, and governance needs of different SE models.
- Diverse Financial Support: Providing grants, loans, and equity investments that match the financial strategies and sustainability goals of each model.
- Varied Requirements: Understanding that each SE model may have different regulatory, legal, and market challenges and designing support mechanisms that help navigate these issues.

Such a tailored approach ensures that support programs are not only responsive to the unique challenges faced by each SE model but also capitalize on their strengths. This strategy enables social enterprises across the spectrum to thrive and maximizes their contributions to social justice, economic equity, and environmental sustainability.

Given the above findings, achieving sustainable economic transformation, and fostering growth within the social enterprise sector necessitates not only legislative support but also diverse investment paths. Thus, this policy paper provides several recommendations:

## 1

### **Need to Diversify Research Metrics to Analyze Social Enterprise Diversity**

Emphasizes the need to broaden the range of research metrics used to understand the diversity within the SE sector. This involves expanding beyond conventional financial and operational metrics to encompass indicators that reflect social enterprises' complex impacts, including social and environmental outcomes, stakeholder engagement, inclusivity, and local development contributions. By diversifying research metrics, stakeholders can achieve a more holistic view of social enterprises' roles and performances, allowing for targeted and effective support mechanisms that account for the sector's diversity and complexity.

## 2

### **Potential for Scaling through Collaboration Rather than Competition in Lebanon**

Despite political and religious fragmentation, as well as a prevailing profit maximization culture, the policy papers highlight the inspiring potentials of collaboration in Lebanon. They suggest the feasibility of scaling social enterprises through strategic partnerships and multi-stakeholder engagements. However, they acknowledge that support for collaboration in entrepreneurship and social impact programs is not uniformly sustained within the current Lebanese context. This implies considering collaboration as a tool for success only if governance and the vision are clear. The paper encourages and recognizes the practice of treating the community as a partner rather than a client. Support initiatives that promote community engagement, participation, and co-creation of solutions, fostering a more inclusive and collaborative approach

## 3

### **The Resilience of Lebanon's Social Entrepreneurs Call for a Paradigm Shift Towards a Second Welfare**

The policy paper underscores the resilience of individuals, both young and adult, committed to generating positive change. Many are actively revitalizing underutilized public assets, investing personal resources and human capital to drive change in the absence of state support. This pivotal observation calls for the "second welfare" or "welfare community," an innovative paradigm departing from traditional welfare states, combining non-publicly funded protection and social investments. Marked by collaborations between public and private entities, the second welfare empowers beneficiaries through co-financing services and participation in co-design or co-management processes and fostering social innovation. This strongly advocates for government recognition and active support for the transformative role played by social entrepreneurs in local communities, while providing incentives and facilitating the use of public resources on community-level projects.

## 4

### **Transformation of Value Chains and Productive Systems**

The paper emphasizes the pivotal role of social economy initiatives in transforming value chains and productive systems across various sectors such as agriculture, tourism, and culture, etc., while spanning both urban and rural areas. These initiatives serve as intermediary organizations and change-makers, contributing significantly to the socio-economic landscape

## 5

### **Social Entrepreneurs Play a Pivotal Role in Sustainable Market Transformation**

The paper delves into the transformative role of social economy initiatives within Lebanon's diverse socio-economic landscape. Operating across pivotal sectors such as agriculture, tourism, and culture—these initiatives bridge urban and rural domains, acting as intermediary organizations and catalysts for change. This prompts a crucial call for mainstreaming support schemes, necessitating policy recalibration to integrate financial, regulatory, and infrastructural support for social entrepreneurship. Furthermore, the implication of the research advocates for a strategic cluster approach within Lebanon's social economy landscape.

## 6

### **Hybrid use of Resources is Key for Sustainability**

It was clear that the incubated projects had pooled their resources and were utilizing a combination of human capital, grants, in-kind support, and market income to accomplish their goals. A decrease in productivity or an end to the enterprise's viability could result from relying on a single source of funding. Therefore, the paper suggests that enterprises should update their financial models and that the coaching and technical assistance they receive, should focus on creating a hybrid financial structure that can withstand the test of time.

## 7

### **International Community's Role and Future Opportunities**

The papers also address the involvement of the international community and agencies in promoting social entrepreneurship and solidarity economy in Lebanon. They underscore the importance of seizing the opportunity to support pivotal organizations in various sectors like education, social protection, agriculture, tourism, green economy, culture, and arts by integrating their potentials into economic and entrepreneurship policy programs, while also ensuring financial sustainability by considering blended finance and impact investment.

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# AUTHORS

## **Annalisa Contini**

COSV Social Economy Unit Director



Senior Social and Solidarity Economy Expert, brings forth an extensive background spanning over ten years in social cooperatives and social entrepreneurship networks within the Italian landscape. Her influence has extended to European spheres as she represented interests at the European Social Business Initiative. Holding a university degree in Philosophy and a postgraduate specialization in European Policies and EU Project Management, she has played pivotal roles as a social worker, project manager, and international expert on social economy. In 2016, she initiated her consultancy endeavors, primarily focused on international development cooperation programs aimed at advancing social entrepreneurship in the MENA Region. Founding member and current director of COSV's social economy unit, and board Member of Co-profit srl, the business unit of COSV she is specialized in human centered design and action research and SSE

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## **MOHAMMAD MAKKI, PhD**

COSV Social Economy Unit Co-Director - MENA region



Social and Solidarity Economy Expert and Research Coordinator, as well as a faculty member. Mohammad is an economist with a master's degree in financial economics and a PhD in sustainable development and policy. He has intensive experience in research and has published in different areas including economic public policy, digital economy and sustainable development. He serves as a national consultant for an INGO and conducted a series of financial mechanism reports for Lebanon to identify the possible routes for entities to perform financial transactions given the country's failing banking sector. He was also assigned as a national consultant and generated an economic map for the Ministry of Economy and Trade in Lebanon. Besides his consultancy work, he co-founded the innovation centre at the Lebanese International University and trained a great number of students on ideation to start up process. He coached many SMEs and then focused his research and activities on fostering social entrepreneurship in young economies like Lebanon and Syria

# IMPACT 4 POLICY SERIES

## About COSV

COSV is an Italian NGO working in development cooperation for over 40 years worldwide and now stabilized in the Med Area and Africa. We adopt a human-centered collaborative approach that prioritizes understanding local contexts and needs, ensuring that development strategies are tailored to the unique socio-economic, cultural, and environmental aspects of each community. Specializing in pioneering innovation projects, COSV intricately weaves together the critical elements of social cohesion, economic transformation, and good governance. This triad serves as the cornerstone of their strategy, aiming to foster environments where communities can thrive both socially and economically while being governed by principles of fairness and accountability. Through this nexus, COSV endeavors to catalyze positive change, ensuring that development is both inclusive and equitable.

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## About the Impact 4 Policy series

"Impact4Policy" is a dynamic methodology developed by the **COSV Social Economy Unit** – research team. It is designed to conduct an agile and thorough impact analysis within incubation and acceleration programs. The "Impact4Policy" methodology aims to identify the key elements, features, typologies, and emerging models of social and solidarity economy (SSE) initiatives, while providing valuable insights for sector-based policy recommendations. Through the combined use of qualitative and quantitative data analysis of the supported initiatives, "Impact4Policy" leverages the active involvement of participants, field observations, and global comparative benchmarking, such as the ICSEM model, incorporating peer review and/or peer exchange processes as well. The significance of "Impact4Policy" lies in its ability to extend the impact analysis of SSE initiatives beyond the typical temporal boundaries of support programs by adopting a holistic and dynamic approach. This allows not only for the assessment of the immediate effectiveness of the initiatives but also for the promotion and monitoring of their long-lasting impact on sector-based policies and community well-being. By placing particular emphasis on sustainability and scalability, "Impact4Policy" aims to ensure that SSE initiatives contribute significantly and continuously to sustainable economic and social development.

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