

Figure 3  
CSOs Beneficiaries in Lebanon

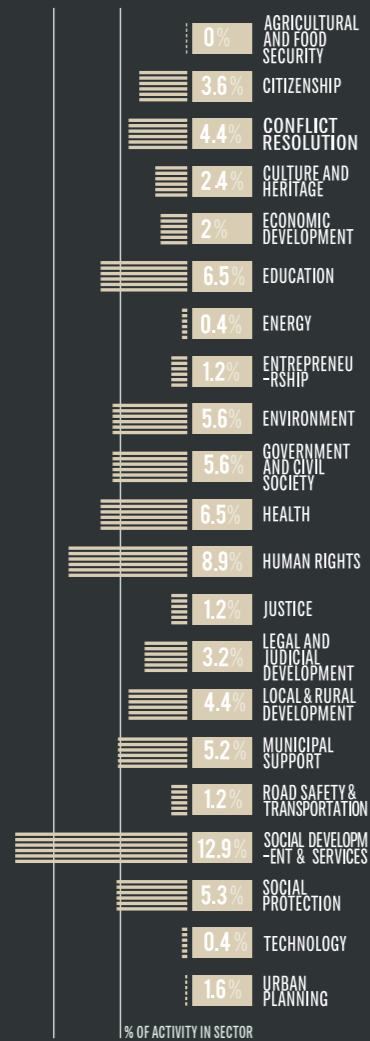


Figure 4  
Sectors covered by CSOs

### CSOS CAPACITY DEVELOPMENT NEEDS

- ✗ 77.4% have less than 10 employees and 72.1% have less than 50 volunteers and 75% have a yearly budget less than 250000\$
- ✗ 54% of CSOs have financial systems and 54.4% have an annual budget
- ✗ More than half of the surveyed CSOs admit that their activities are not in line with the mission statement
- ✗ CSOs reported that capacity building programs are often redundant, not based on their needs

Figure 5  
Full-time vs. Part-time Staff in CSOs - Lebanon

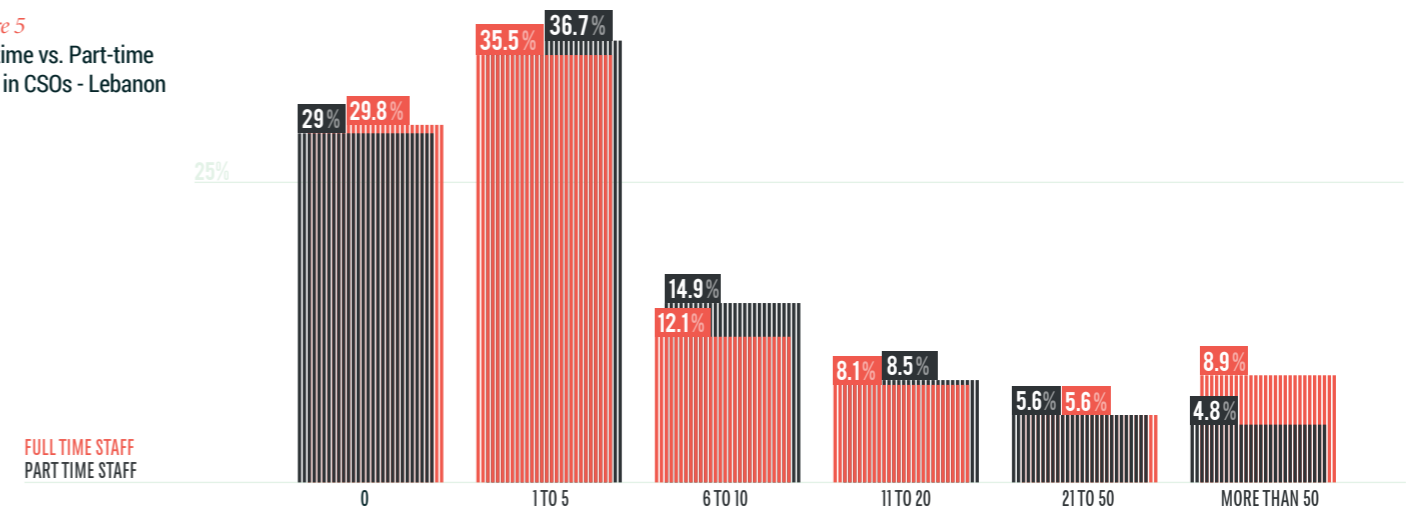


Figure 6  
Capacity needs of CSOs

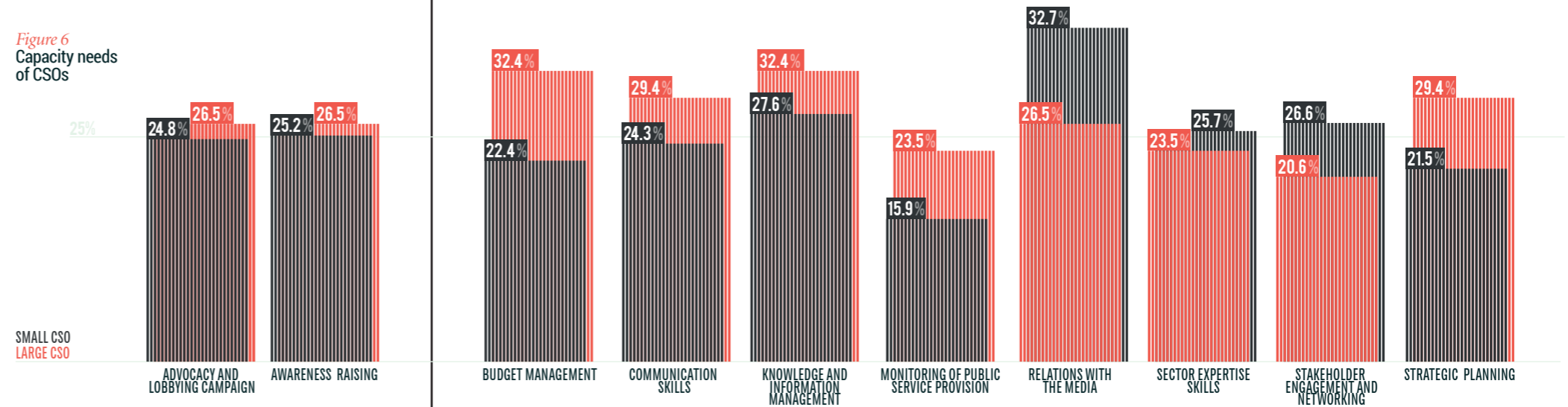
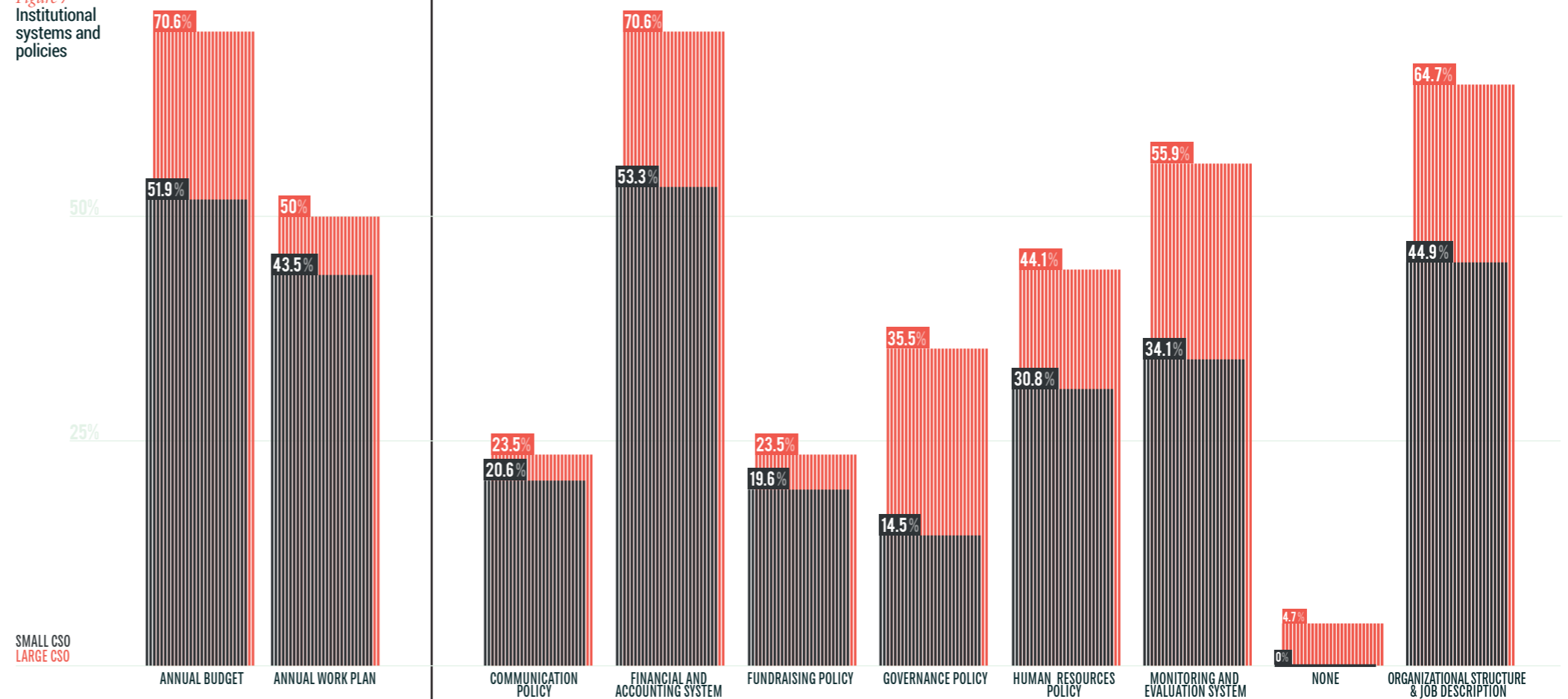


Figure 7  
Institutional systems and policies



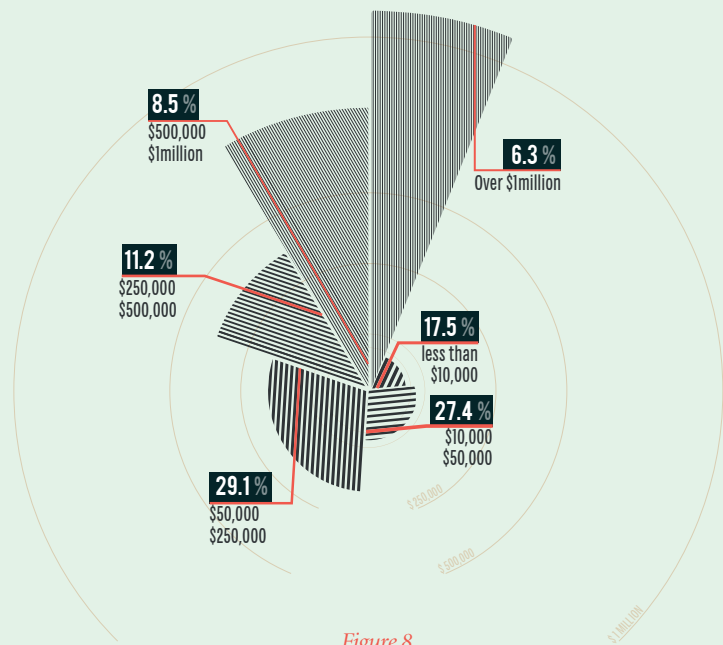


Figure 8  
Annual budget of CSOs in Lebanon

## CSOS ENGAGEMENT IN POLICY DEVELOPMENT

- × 8.5% work on policy development
- × 49.7% have lobbied for policy change
- × 54% did not participate in any dialogue with national or local authorities
- × 54.7% are members of National, regional or international networks
- × Unclear Institutional Framework for Policy Making
- × Easier CSO Engagement in Local Policy Development
- × Weak Response by Government to CSO Role in Policy Development
- × CSOs Frail Constituency, Capacity and Cooperation to Create Pressure
- × Repetitive Challenges in Influencing Policy causes CSOs Disillusionment



Civil Society Facility South  
برنامج تمكين المجتمع المدني  
في جنوب المتوسط

## MAPPING CIVIL SOCIETY ORGANIZATIONS IN LEBANON

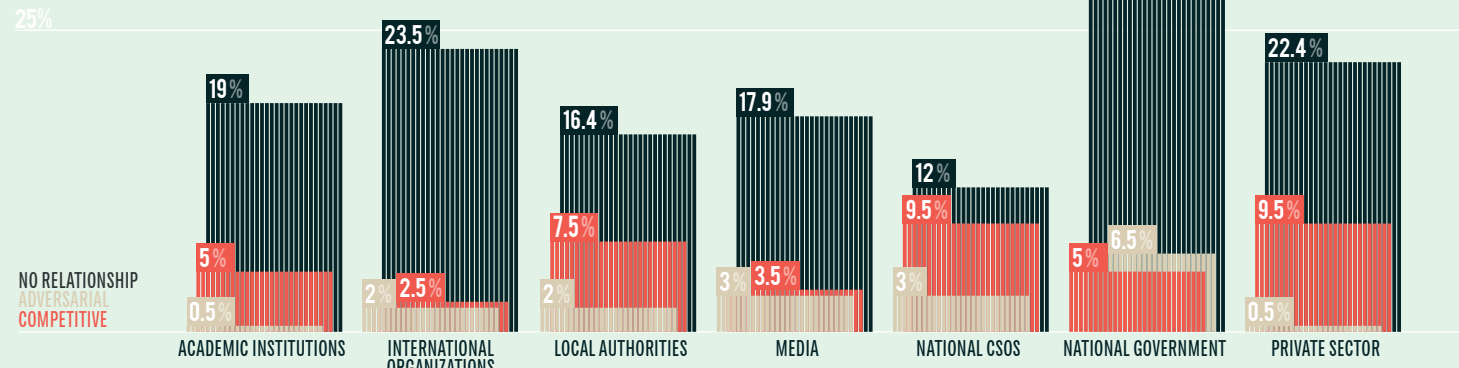


Figure 9  
CSOs relationship with stakeholders

## RECOMMENDATIONS

### General

- × Support the Ministry of Interior in digitizing the CSOs registry and make it available to the public
- × Reform the Ministry of Social Affairs selection process and funding for CSOs
- × Adoption of anti-corruption laws such as access to information, whistle-blower protection and illicit wealth

### Capacity Development

- × Improvement of quality of existing capacity building programs.
- × Provision of capacity building programs that suit context and needs of CSOs
- × Support of social enterprise development and sustainability.
- × Provision of technical assistance to CSOs.

### Policy Engagement

- × Openness of the policy making process to CSOs.
- × Improvement of communication and interface between CSOs and policy makers.
- × Improvement of access to policy development process.
- × Leveraging CSO policy engagement at the local level.

### Relations CSOs-NGOs

- × Improvement of communication between CSOs and international donors.
- × Promotion of transparency in aid and funding procedures.
- × Prolongation of programming where possible.

You can access the full mapping report in addition to an updated database of CSOs in Lebanon on [www.csf-south.org](http://www.csf-south.org)



Within the framework of the “Regional Capacity Building Program for Civil Society – South Facility”, funded by the EU and implemented by Transtec, Beyond Reform & Development (BRD) conducted a mapping of civil society organizations in Lebanon.

The mapping aims at providing up-to-date, reliable information on the state of CSOs in Lebanon, their capacity needs and engagement in policy making.

## METHODOLOGY

- × A representative quantitative sample of 991 CSOs from which we received 261 full answers for our questionnaire.
- × A representative qualitative sample of 91 CSOs participated in 13 focus groups in addition to 12 key interviews with representatives of donor agencies and seasoned activists and experts.

## CSOS PROFILE IN LEBANON

- × CSOs focus primarily on direct service delivery and on raising awareness

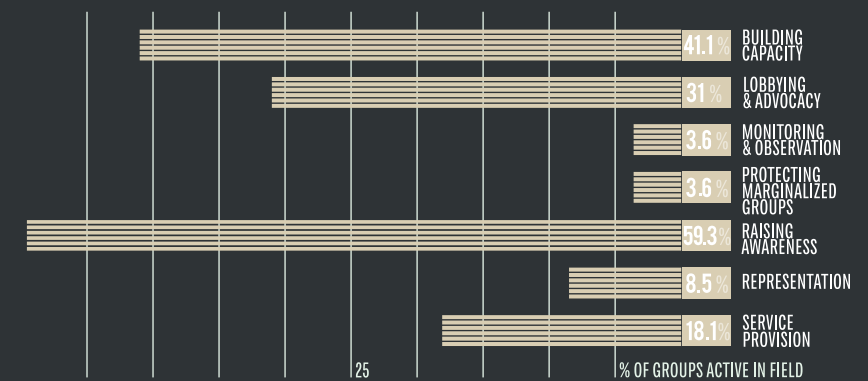


Figure 1  
CSO functions

- × CSOs tend to focus on similar targeted beneficiaries mainly women, youth, children and refugees

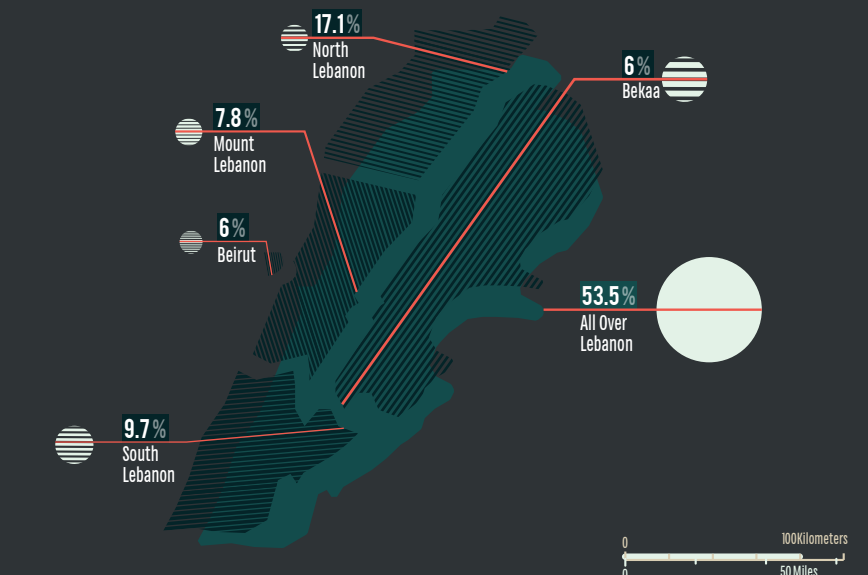


Figure 2  
Geographic Focus of CSOs in Lebanon