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A FRAMEWORK OF RECOMMENDATIONS

LOCALIZATION IN LEBANON

Supported by

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منتدى المنظمات الانسانية والتنموية غير الحكومية في لبنان

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About Expertise France and the Shabake Team: Expertise France is the French public international cooperation agency. It designs and implements projects which aim to contribute to the balanced development of partner countries, in line with the Sustainable Development Goals (SDGs) of the 2030 Agenda and the priorities of France's external action. The agency achieves this goal by implementing projects in the main areas of public action: Democratic, economic and financial governance; Stability, international security and peace; Sustainable development, climate and agriculture; Health and human development.

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Status	Entity/Organisation
The Localisaiton Task Force Coordination Committee	Lebanon Humanitarian and Development NGOs Forum (LHDF) Live Love Lebanon – Beirut Relief Coalition
Members	ACTED AFD Expertise France FHI 360 Lebanon Humanitarian International NGO Forum (LHIF) Regional Development and Protection Programme (RDPP) Save the Children International Trocaire
Observers	Lebanon Reform, Recovery and Reconstruction Framework (3RF) Office for the Coordination of Humanitarian Affairs (OCHA)

Executive Summary

Preface

Funded by Agence française de Développement (AFD) and the Danish Cooperation (DANIDA), The Shabake Project (2019-2022) was designed within the framework of the localisation of aid agenda and the need to strengthen civil society organisation (CSO) capacities in Lebanon so that local actors can take the lead in mitigating and responding to crisis.

The project aims to support local and international CSOs in Lebanon to become lasting, key players in mitigating and ameliorating the effects of the Syrian refugee crisis and the subsequent crises that have emerged in the current context in Lebanon, including the economic crisis, COVID-19 pandemic and the 2020 Beirut Port Explosions.

The project has four components, with the third focused on advocating for the Localisation Agenda and improving the participation of CSO partners in the development-aid ecosystem. A mapping study was published in 2021 to better understand the development-aid ecosystem in Lebanon and to develop a Localisation Action Plan (LAP) to advocate for localisation in an inclusive and collaborative manner. A Localisation Task Force (LTF) was established in 2022 to oversee LAP activities, consisting of ten member organisations and two observer entities. The Coordination Committee (CC) of the LTF is currently formed of Live Love Lebanon (LLL) and Lebanon Humanitarian and Development NGO Forum (LHDF) and is leading on the implementation of the different components of the Action Plan. In 2022, The LTF worked on developing a National Localisation Framework to strengthen civil society organisations› capacity to lead localisation efforts in Lebanon.

Localisation

Localisation of aid refers to shifting ownership and decision-making power from international actors to local actors, aiming to increase the effectiveness, sustainability, and ownership of aid by ensuring that it is responsive to the needs, priorities, and capacities of local communities. However, in Lebanon, localisation has been a challenge due to perception of weak capacity, coordination issues, and a lack of ownership and sustainability. Efforts to promote localisation have been made but it is important to create an enabling environment where the capacities of all actors, especially local ones, can be utilised to their fullest while promoting greater coordination and communication among all stakeholders to enhance the effectiveness and sustainability of aid in Lebanon.

Introduction to the Framework

The Localisation of Aid Framework for Lebanon aims to promote the empowerment and involvement of local/national organisations and communities in aid programs and projects, increase their capacity to lead and manage development efforts, enhance their sustainability and self-sufficiency, foster collaboration and coordination among international, national, and local actors, and ensure that resources are used in a way that is responsive to the needs and priorities of the local context.

The framework can be used to set priorities for localisation efforts, coordinate localisation efforts, enhance transparency and accountability, engage with local communities, and evaluate the effectiveness of localisation in Lebanon. The development of the framework involved an inclusive process that engaged more than 500 stakeholders through surveys, FGDs, KIIs, case studies, co-creation workshops, and validation workshops. While the primary focus was on developing the themes of "Capacity Strengthening" and "Partnership Principles", significant findings emerged regarding the themes of "Fundraising" and "Coordination" that were also included in the framework, albeit with less emphasis. These themes, along with others, will require exploration in further depth in the framework's future revisions.

Component 1: Capacity Strengthening

Introduction

The Capacity Strengthening chapter of the National Localisation Framework for Lebanon was developed through a quantitative and qualitative assessment of the supply side of capacity strengthening for civil society in Lebanon, led by a core team and in coordination with the USAID-funded Lebanon Civic Action Accelerator Program (LEB-CAAP). The framework aims to promote localisation efforts in Lebanon by examining the roles and processes of each stakeholder involved and providing existing practices and new recommendations in a structured document.

Definition and purpose of Capacity Strengthening

Capacity strengthening (CS) is a collaborative process that aims to improve the ability of a system, organisation, or individual to perform better and achieve objectives. In the context of the Localisation Framework, capacity strengthening involves efforts across all modalities of training, coaching, mentoring, service provision, and material support, completed by various stakeholders. The purpose of capacity strengthening is to drive towards long-lasting positive change, such as improved compliance, accountability, and organisational sustainability. Capacity strengthening is crucial for promoting sustainable local action and transferring power and ownership to local and national actors in Lebanon, which is a key component of the localisation agenda.

Summary: Findings and Highlights

This section presents an overview of key findings and highlights from surveys and focus group discussions related to capacity strengthening frameworks, capacity assessments, capacity strengthening plans, and implementation. Among the findings are that local actors in Lebanon have access to inadequate, scattered, and disconnected capacity strengthening opportunities, and there is no collective capacity strengthening framework to guide initiatives; in fact, most stakeholders lack a standardised capacity strengthening framework. The findings suggest that there is a need to ensure that initial capacity assessments reflect organisational priorities and not just those tied to the project or funding, and that most capacity strengthening plans lack a monitoring and evaluation framework. Training is the most used modality for capacity strengthening activities, followed by coaching and mentoring programs, and most stakeholders give a completion and attendance certificate with minimal adoption of professional and international accreditation. Finally, there are gaps in resources in institutional training topics such as sustainability and fundraising.

Guiding Values and Principles

The CS framework outlines seven key guiding values and principles that should be followed in capacity strengthening efforts, including precision in determining who should receive support, ensuring those providing support have the necessary capacity, avoiding repetition of previous efforts, distinguishing between individual and institutional impact, promoting sustainability through complementary support, mutual benefit for all parties involved, and ensuring L/NNGOs have a voice in decision-making processes. These values were identified through surveys, FGDs, and KIIs and should be adopted by all stakeholders involved in capacity strengthening initiatives.

Processes for CS

The CS process in Lebanon can be categorised into three types: the systematic and comprehensive process, the singular CS support, and the flexible and broad support. Each category has its pros and cons, and the adoption of any of these should be based on a careful study of available resources and intended impact. It is recommended that funders and L/NNGOs approach CS with the same rigour applied to any other project by developing different frameworks and tools.

Recommendations

Mandate as a Main Driver of Capacity Strengthening and Organisational Development.

Capacity strengthening aims to bring positive transformation at the organisational, operational, or technical level. The organisational mandate, which includes mission, vision, and strategy, should be the foundation of any capacity strengthening initiative. However, current CS efforts in Lebanon are often tied to ad-hoc project and fund-based priorities, leading to a lack of alignment with L/NNGOs› mandates. Therefore, an initial CS priority should be to ensure L/NNGOs have a clear understanding of their mandate and integrate it into their CS plans. Funders should also integrate CS and localisation into their mission and strategy to support L/NNGOs effectively.

Identification and Selection of L/NNGOs

The framework highlights three challenges related to CS efforts in Lebanon. Firstly, CS initiatives are often linked to other projects and interventions, limiting the scope of the initiatives. Secondly, selection criteria for funding opportunities often favour organisations with prior experience and capacity, creating a positive feedback loop that excludes other organisations. Lastly, L/NNGOs would benefit from constructive feedback from funders on their applications and proposals, which can help identify capacity gaps and improve their chances of receiving funding in the future. The article recommends that funders be conscious of the effect of selection criteria on the broader L/NNGO pool and integrate initial capacity strengthening for applicants.

Adoption of Common Assessments

The findings indicate that L/NNGOs must fill similar capacity assessments for different funders, leading to redundancy and assessment fatigue. Stakeholders need to reduce the number of capacity assessments by promoting the sharing of assessment reports and encouraging funders to supplement existing assessments. Organisations should coordinate the harmonisation of assessment tools used in funding applications and the adoption of one all-encompassing assessment form. It is also essential to understand that no OCA fits all kinds of L/NNGOs and that OCAs should be tailored and sometimes simplified.

Capacity Assessment vs. Risk and Partnership Assessment

The findings indicate that funders often confuse between capacity assessments and risk and partnership assessments. The former focuses on the capacities of the L/NNGOs independently from funding and partnerships and the latter on specific capacity requirements of the partnership and project. It is important to distinguish between the two and recognise that risk and partnership assessments stem from organisational assessments but cannot substitute for them. Organisational assessments focus on comprehensive CS priorities that lead to broader organisational improvement and project delivery, while risk and partnership assessments are essential to ensure successful project delivery.

Capacity Strengthening Plan

The capacity strengthening (CS) plan should be comprehensive and focus on organisational-wide capacity strengthening, not just project-driven. It should include areas of intervention such as governance, leadership, financial management, procurement, and policy development among others. The CS plan should be developed through joint needs identification, consensus on the type of capacity strengthening interventions, development of action plans, and commitment to their implementation. The plan should use a mix of cost-effective approaches, including learning sessions, training, exposure to technology-driven interventions, joint activities, supportive supervision, and sponsorship to attend international conferences.

The plan should also catalyse change at different levels of knowledge, policy, practice, and organisation. The CSP should cover short, medium, and long-term needed support and impact and involve broader consultation with all relevant departments and teams. Finally, the CS plan should be validated and signed off by senior management, directors, and board members of the concerned L/NNGO for ownership, commitment, and momentum at an organisational level.

Implementation

The Focus Group Discussions revealed the need for a rigorous process to select trainers/mentors for relevant capacity strengthening interventions, and for adapting content, methodology, materials, and language to the local context and needs of the participants. Organisations should also work together to establish an online learning and capacity strengthening platform that can be accessed by all interested stakeholders. Funders should allocate budgets dedicated towards capacity strengthening of L/NNGOs and facilitate budgeting for indirect costs and overhead expenses to enable crosscutting and flexible organisational resources towards capacity strengthening and adequate governance at the L/NNGO level. Capacity strengthening can also come as a secondary outcome from other types of resources and support, such as long-term flexible funding for a separate project.

Monitoring and Evaluation

What are the important elements of capacity strengthening efforts for civil society organisations, and what are some ways to include accountability to affected populations in capacity strengthening efforts?
CS efforts for civil society organisations involve several important elements, including the use of common reporting frameworks, documentation of lessons learned and best practices, and accountability towards affected populations. Common reporting frameworks are tools used to standardise the way information about capacity strengthening efforts is collected and reported, and several frameworks are commonly used, including the Logical Framework Approach, Results-Based Management, and Theory of Change. Documentation of lessons learned and best practices is important for reflecting on experiences and identifying areas for improvement, and can be used to share valuable knowledge with other organisations and stakeholders. Accountability towards affected populations is also essential and can be included in capacity strengthening efforts through involving affected populations in the design and planning of the efforts, using participatory evaluation methods, establishing clear and transparent communication channels, incorporating accountability mechanisms, and fostering a culture of accountability.

Sustainability

There are several important steps in ensuring the sustainability of capacity strengthening efforts for civil society organisations:

- Foster a culture of continuous learning and improvement within organisations to ensure adaptability over time.
- Establish clear and measurable goals to focus efforts and resources on specific areas of need or improvement.
- Incorporate sustainability planning into capacity strengthening efforts by anticipating challenges and developing strategies to address them.
- Distinguish between outputs and outcomes when evaluating the effectiveness of capacity strengthening efforts and prioritise long-term changes at the organisational level.
- Develop strategies for maintaining capacities in the face of changes, such as turnover, contextual shifts, and funding uncertainties.
- Develop strategies for maintaining capacities in the face of changes, such as turnover, contextual shifts, and funding uncertainties.
- Funders should prioritise capacity strengthening as a long-term investment and provide resources for sustained monitoring and evaluation of outcomes.

Coordination of CS Support

Interagency coordination of capacity strengthening for civil society involves collaboration between different organisations to support civil society organisations› capacity strengthening efforts.

Coordination can involve resource sharing, expertise and knowledge exchange, and joint development and implementation of capacity strengthening programs and initiatives.

Coordination can be beneficial to leverage respective strengths and resources, avoid duplication of efforts, and ensure alignment with development goals and priorities.

To facilitate coordination, clear communication channels and protocols, a shared understanding of goals and priorities, identification and leveraging of each organisation›s strengths, collaboration and information sharing, and clear roles and responsibilities need to be established.

Peer-to-peer support, two-way twinning, and other modalities can also reinforce collective action towards capacity strengthening.

Capacity Sharing as a Two-way Street

International actors can benefit from the existing capacities that L/NNGOs demonstrate as a learning opportunity for themselves. It is critical to acknowledge that capacity strengthening can also be provided by the local to the international. By doing so, we will no longer undermine local capacities and truly respect local actors as players that can take on leadership roles especially in the capacity strengthening component of the localisation agenda.

Component 2: Partnership Principles

Introduction

The Partnership Principles component of the localisation framework is a flexible document that provides existing practices and recommendations for localisation efforts. The Localisation Partnership Principles Canvas included in the document helps stakeholders identify relevant recommendations. The LTF collected baseline data through surveys, key informant interviews, and co-creation and validation workshops to assess the application of partnership principles across local and international actors in Lebanon. Surveys were tailored for each stakeholder and had sections on equality, complementarity, transparency, results-oriented partnerships, responsibility, and others. Key informant interviews were completed with organisations that showed low or high application of partnership principles, adopted good recommendations, or provided key insights. Co-creation and validation workshops were held to present the findings and gather recommendations from LTF members and stakeholders.

Summary: Findings and Highlights

This chapter highlights the findings on the partnership principles between INGOs, L/NNGOs, and donors in Lebanon. The most common contractual engagement between INGOs and local partners is through grants and subgrants, and completing projects is the highest reported objective of partnerships. There is a difference in perception between INGOs and L/NNGOs regarding the application of equality, complementarity, transparency, results-oriented partnerships, and responsibility principles. L/NNGOs reported less frequency of application of aspects such as recognition of partnerships in public, negotiating partnership agreements, and long-term partnerships, and also reported partnership requirements being deemed exigent and tedious.

Dimensions, Phases, and Engagement Modalities

The Partnership Principles Framework identifies three dimensions of partnership: principles, phases, and engagement modalities. The Partnership Principles component outlines five key principles for successful partnerships, including equality, complementarity, transparency, results-oriented partnership, and responsibility. The Partnership Phases follow a sequential order of identifying, maintaining, and closing partnerships. The Engagement Modalities include contractual, strategic, organisational assets, and relational aspects, with the relational component being the key driver of partnership success. The framework provides general recommendations that can be applied to a broad range of partnerships in the civil society sector in Lebanon.

Recommendations

Identifying and Setting up Partnerships

This section covers various topics related to identifying and setting up partnerships. It emphasises the importance of localisation and inclusive planning, and highlights key considerations such as team capacity, selection of partners, managing conflicts of interest, and contractual modalities. The section also stresses the need to prioritise humanitarian principles, maintain accountability to affected populations, and acknowledge power dynamics between different partners. It concludes by discussing the pros and cons of consortia versus vertical contracting, and the potential benefits of non-contractual partnerships.

Maintaining Partnerships

This section outlines various strategies to maintain partnerships, highlighting the importance of humility, respect, integrity, and cultural sensitivity. It stresses the need for open communication, constructive feedback mechanisms, inclusive problem-solving, and reciprocal visits. This section also discusses the benefits of investing in partnerships, acknowledging and promoting added values, harmonising requirements, and giving credit. It emphasises the need for positive competition and bringing partners together to foster collaboration. The section concludes by encouraging the exposure of partners to donors and upstream funding sources, allowing funders to engage with affected populations, and promoting a positive spirit of competition.

Closing Out Partnerships

This section discusses the importance of completing a lessons learned exercise at the end of a partnership or project, as well as the need for regular mid-term reviews. It distinguishes between short-term and long-term partnerships, noting that both can be valuable depending on the specific context and goals of the partnership. The section also suggests that organisations should explicitly frame their partnerships from the beginning to manage expectations and avoid short-term and recurrent renewals of funding. Finally, the section suggests that INGOs can consider taking on new roles as partners with local and national organisations, such as interpreting policies, providing training, and amplifying local voices, among others.

Component 3: Fundraising

Introduction

The introduction emphasises the importance of fundraising for organisations to achieve their goals, and that it is a critical component of localisation. The chapter relied on workshops and roundtables to gather information and recommendations from local/national civil society actors and international actors. L/NNGOs recommend advocating for quality fundraising with twelve characteristics including being locally led, predictable, and results based.

Recommendations

The following points are highlighted for quality funding:

- Developing strategic and locally driven fundraising plans by identifying fundraising goals, target audience, potential funding sources, developing a fundraising strategy, creating a budget, and tracking progress.
- Donors should make more use of pooled funds co-managed by national and international actors to support development efforts in a country or region.
- Fraud and corruption can happen in any organisation, and it is important to focus on developing and implementing strong systems and controls to prevent, detect, and address them.
- An organisation should be given the opportunity to address instances of fraud or corruption internally, but if not dealt with adequately, other collaborating agencies can become involved.
- Ensuring that necessary core costs, including staff time for participating in coordination meetings and strategic reflection and planning, are covered with a flexible management fee.
- Providing essential resources such as office space, warehousing, transportation, communication technology, and printing equipment to local/national organisations.
- Designing financial reporting and disbursement procedures that do not cause cash flow problems for local/national organisations.
- Ensuring that the budget for programs and projects is sufficient to allow local/national organisations to hire and retain qualified staff.
- Sharing a fair proportion of overhead costs with local/national partners.
- Respecting the salary scales and financial procedures of local/national organisations.
- Improving financial procedures overall rather than imposing new ones solely for a specific project. • International agencies acting as intermediaries for donors should not add constraints beyond those imposed by the donor, and donors should make their restrictions public while monitoring intermediaries.
- Donors should invite national and local partners to attend donor meetings with international partners for direct communication and to ensure that resources are used in a way that is responsive to the needs and priorities of the local community.
- Donors should actively seek capable, impartial, and respected national, local, or regional entities to manage multiple contracts on their behalf or encourage the creation of such entities.
- Donors may encourage the inclusion of localisation plans and submission of proposals with local/national organisations in the lead.
- Partnership relationships should generally be fully transparent about project and program budgets, and compelling justification is required for any exceptions to this.
- When local/national organisations have access to the full budget of a project, they can suggest areas for greater cost-effectiveness, but it is important to consider that international budgets may have different cost structures.
- Contributions made by local/national organisations in cash, kind, or voluntary time should be included in financial reporting to reflect the true cost and value of collaborative actions.
- International agencies collaborating with the same local/national organisation should harmonise reporting and accounting procedures and formats to increase efficiency and reduce paperwork.
- International agencies should not only help local/national organisations secure funding from international donors but also work to develop strategies for increased domestic revenue generation to promote sustainability and self-sufficiency over time.

Component 4 – Coordination

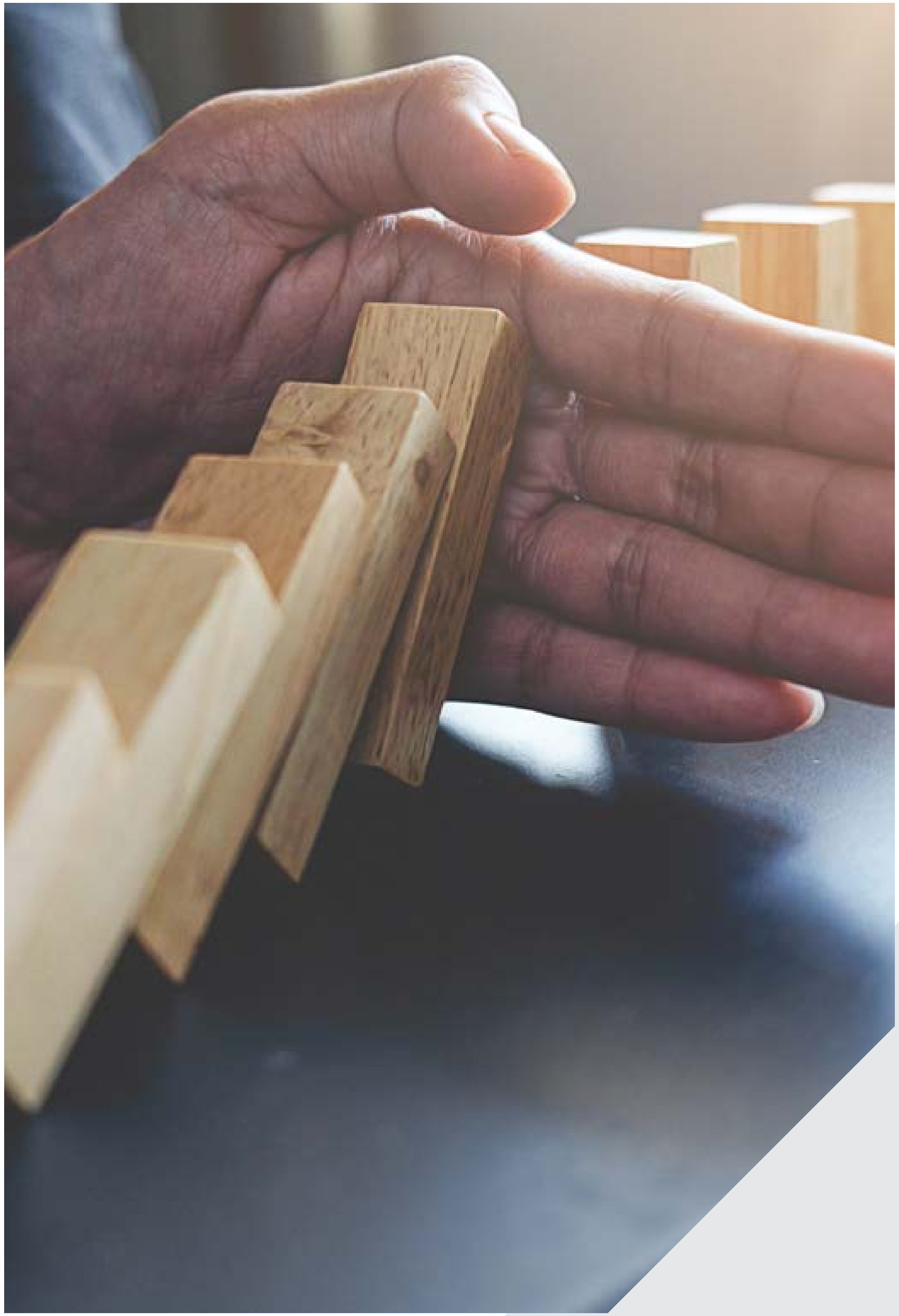
Introduction

This component discusses the coordination of civil society in aid projects, particularly in the localisation of aid in Lebanon. The methodology used involved a series of workshops and roundtables with local and national civil society actors, L/NNGOs, and international actors such as donors, UN agencies, and INGOs. The discussions centred on challenges and recommendations, such as increasing LNNGOs› participation and capacity, improving visibility and accessibility of coordination mechanisms, ensuring self-sustainability of coordination mechanisms, ensuring timely information sharing, and defining legitimate leadership in coordination. The roundtable also discussed the roles of donors and INGOs in coordination mechanisms and the criteria for successful coordination.

Recommendations

The following have been drafted as recommendations to improve the coordination of civil society in Lebanon:

- Map the coordination mechanisms and try to merge/reduce them to be more efficient.
- Focus on sub-national coordination through communication between partners implementing in specific regions.
- Create a guideline with clear instructions regarding information sharing, organisational transparency guidelines, and possible Memorandums of Understanding (MoUs) between organisations.
- Start involving municipalities in coordinating the work of local actors.
- Strengthen the capacities of local organisations, particularly in communication skills needed for coordination.



Contents

Acronyms

3RF	Reform, Recovery and Reconstruction Framework
AFD	L'Agence Française de Développement
CBO	Community-Based Organization
CC	Coordination Committee
CS	Capacity Strengthening
CSO	Civil Society Organization
CPS	Capacity Strengthening Plan
DANIDA	Denmark's Development Cooperation
FGD	Focus Group Discussion
INGO	International Non-governmental Organization
IPTT	Indicators Progress Tracking Table
ISO	Intermediary Support Organization
ITT	Indicator Tracking Table
KII	Key Informant Interview
KPIs	Key Performance Indicators
LAP	Localization Action Plan
LEB-CAAP	Lebanon Civic Action Accelerator Program
LFA	Logical Framework Approach
LHDF	Lebanon Humanitarian and Development NGOs Forum
LHF	Lebanon Humanitarian Fund
LLL	Live Love Lebanon
L/NNGO	Local and/or National Non-governmental Organizations
LRF	Lebanon Recovery Fund
LTF	Localization Task Force
M&E	Monitoring and Evaluation
NGO	Non-governmental Organizations
OCA	Organizational Capacity Assessment
OCHA	Office for the Coordination of Humanitarian Affairs
PwDs	People with Disabilities
RBM	Results-Based Management
RDPP	Regional development and Protection Programme
SOP	Standard Operating Procedures
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Program

Preface

Funded by L›Agence Française de Développement (AFD) and Denmark's development cooperation (Danida), the Shabake Project was designed within the framework of the Localisation of aid agenda and aims to support Civil Society Organisations (CSOs) in Lebanon to become lasting, key players in mitigating and ameliorating the effects of the Syrian refugee crisis and the subsequent crises that have emerged in the current context in Lebanon, including the economic crisis, COVID-19 pandemic and the 2020 Beirut Port Explosions. Part of AFD's Peace and Resilience Fund (known as the Minka Initiative), the Shabake project is divided into four components, with the third component focusing on improving and/or integrating the participation of local partners in the development-aid ecosystem through networking events, knowledge exchange, and the promotion of this National Localisation Framework document that is adopted towards coordinated localisation and capacity strengthening efforts in Lebanon.

In 2019, Expertise France, in collaboration with Bioforce institute, launched an in-depth mapping study around the status of civil society organisations within the aid-ecosystem in Lebanon, with the purpose of better understanding the current landscape, its primary stakeholders and their respective roles and contributions or participation in the localisation agenda.1

In 2021, the Localisation Mapping Study was published, and its findings were translated into a Localisation Action Plan (LAP) aiming at advocating for the localisation agenda in Lebanon and integrating the Shabake Project NGO partners into the development aid ecosystem. A Localisation Task Force (LTF) was established in 2022 as an ad hoc group to oversee, support, and monitor the implementation of the LAP activities; the intention being to initiate and allow local, International and aid providers to work together in a mutually benefitting way, in support of the localisation agenda and in line with the Grand Bargain commitments. At the medium-longer term, the LTF is expected to take concrete steps towards translating the global commitments into action in operational settings. The LTF consists of around ten member organisations and two observer entities (aid providers, INGOs, and L/NNGOs) actively working on localisation projects in Lebanon. The members of the LTF are: ACTED, AFD, Expertise France, FHI360, Lebanon Humanitarian and Development NGOs Forum (LHDF), Lebanon Humanitarian International NGO Forum (LHIF), Live Love Lebanon (LLL), Regional Development and Protection Programme (RDPP), Save the Children International (SCI), and Trocaire. Observer members are Office for the Coordination of Humanitarian Affairs (OCHA) and the Lebanon Reform, Recovery and Reconstruction Framework (3RF).

With the Task Force members providing technical support, reviewing and coordinating localisation activities amongst each other and with the larger development aid ecosystem in Lebanon, and participating directly or indirectly in certain events, a Coordination Committee (CC) composed of two Local coordination actors was formed to lead, operationalise and implement the different components of the Action Plan. The CC is formed currently by LLL and LHDF, the combination of which represents the largest forums of LNGOs in country.

One of the main deliverables of the LTF is the development of a National Localisation Framework which sets out arrangements, strategies, best practices, lessons learnt and recommendations regarding Localisation for operating CSOs in Lebanon to monitor and understand their performance and delivery. The Framework focuses on two main topics: Capacity Strengthening and Partnerships. While this is the case, significant findings emerged in the research and development of this document regarding the themes of "Fundraising" and "Coordination" which were also included in the framework, albeit with less emphasis. These themes, along with others, will require exploration in further depth in the framework's future revisions.

[2] WFP VAM | Food Security Analysis - Lebanon Market Monitor, January 2023. Accessed on March 13, 2023: https://reliefweb.int/report/lebanon/wfp-vam-food-security-analysis-lebanon-market-monitor-january-2023

INTRODUCTION

Lebanon Context

The years since 2019 were extremely heavy with multiple compounding crises for Lebanon, including the start of a severe economic and financial collapse in late 2019 with full effect taking hold in 2020, protests against government corruption and economic mismanagement, the arrival of the COVID-19 pandemic in February 2020, and the Beirut Port Explosions of August 2020, which caused widespread damage and hundreds of casualties throughout the capital. Since 2011, the Syrian Crisis led to an influx of Syrian refugees into Lebanon, severely impacting Lebanon's systems and structures, and straining the country›s resources. The conflict has also led to outbreaks of violence within Lebanon and tensions between different religious and political groups.

As of the end of 2022, the effects of the political and financial collapse still continue to materialise, with the Lebanese pound having lost over 97% of its value compared to 2019, record high poverty rates, with food and energy inflation reaching over 1700 % and 3,180% respectively since October 20192. Competition over limited resources (income, employment, education etc..) remain and continue to lead to increased social tensions within and between communities, especially as Lebanon still remains to host the highest number of refugees per capita in the world.

The abovementioned challenges have not only impacted the different population groups residing in Lebanon, but they have also greatly affected CSOs and their ability to provide timely, high-quality services to vulnerable groups and communities in need. With the absence of functional government systems and severely reduced access to basic services, the burden to fill the gaps continues to fall on CSOs in Lebanon, who in turn experienced their own challenges in coping with the effects of this multitude of crises.

Overall, the past decade has been marked by political turmoil, economic challenges, and regional conflicts that have greatly impacted Lebanon. One after the other, coupled with the continuous political and security instability, these crises created a compounded effect, resulting in one of the most complex economic, health and humanitarian emergencies in Lebanon's history.

Civil Society in Lebanon

Civil society in Lebanon refers to the network of organisations and groups that operate independently of the government and are focused on promoting the common good. These can include non-profit organisations, charities, community groups, and advocacy organisations. In Lebanon, civil society plays a significant role in addressing social and economic issues, such as poverty, education, and health care. It also serves as a platform for citizens to express their views and advocate for change.

However, civil society in Lebanon faces several challenges. The country›s political instability and ongoing regional conflicts have made it difficult for organisations to operate effectively. Additionally, civil society groups have faced restrictions on their funding and have sometimes been targeted by the government or other powerful actors.

Despite these challenges, civil society in Lebanon remains an important force for positive change in the country. It continues to work towards improving the lives of citizens and promoting social justice.

Humanitarian Aid in Lebanon

Humanitarian aid in Lebanon refers to assistance provided to populations in need, particularly those affected by natural and man-made disasters. This can include food, water, shelter, medical care, and other necessities.

Lebanon has faced several challenges in recent years that have resulted in a great need for humanitarian aid. The country has struggled with political instability, economic crises, and external conflicts, such as the Syrian Crisis, which has led to a massive influx of Syrian refugees, which, adding to previously hosted refugee populations, such as Palestinian, Iraqi, Sudanese and others, put a heavy strain on the capacities of Lebanon's structures and systems. In 2020, Lebanon was also severely impacted by the economic effects of the COVID-19 pandemic and a massive explosion in the port of Beirut, which caused widespread damage and loss of life.

Humanitarian aid organisations have played a

vital role in providing assistance to those in need in Lebanon. These organisations include both national, or local, and international groups, such as the United Nations, the International Committee of the Red Cross, and various non-profit organisations.
However, the provision of humanitarian aid in Lebanon has not been without challenges. The country›s political instability and ongoing conflicts have made it difficult for aid organisations to operate effectively, and there have been instances of aid being blocked or diverted by different actors. Despite these challenges, humanitarian aid continues to play a critical role in addressing the needs of those affected by crises in Lebanon.

Localization

Definition

The development and humanitarian sectors have a history of embracing buzzwords, such as «decolonising aid» and currently «localisation,» which purports to involve trusting local leadership and shifting resources to them. However, some organisations may use localisation as a way to implement their global north vision more efficiently and with less risk, rather than truly valuing and respecting local talent and knowledge. This can result in local partners being expected to adhere to global north norms and ways of working, rather than being allowed to shape program design and report in their own languages. To effectively promote localisation, it is important to consider the perspectives and cultures of local partners and to allow them to be mission-driven and accountable.

Localisation of aid refers to the process of shifting ownership and decision-making power from international actors to local actors, such as communities, civil society organisations, and local governments. Localisation aims to increase the effectiveness, efficiency, sustainability, and ownership of aid by ensuring that it is responsive to the needs, priorities, and capacities of local communities.

Lebanon has received significant amounts of foreign aid in recent years, particularly in the wake of the Syrian refugee crisis and the August 2020 Beirut Port explosions. The country is home to over 1.5 million Syrian refugees, making it the highest per capita concentration of refugees in the world. In addition, Lebanon has a long history of reliance on foreign aid and is one of the largest recipients of development assistance in the Middle East and North Africa region.

However, the localisation of aid in Lebanon has been a challenge due to several structural and institutional factors. One of the main challenges is the structural barriers related to the access to power and resources that negatively impact L/NNGOs› ability to set-up, sustain, and scale up their programming. Another challenge is the perception of weak capacity of many local actors to plan, implement, and evaluate projects. Beyond capacity, many local organisations lack the necessary resources and infrastructure to effectively manage aid and development programs. This has led to a reliance on international organisations and contractors to implement projects, which can undermine the ownership and sustainability of aid initiatives.
Another challenge is the lack of coordination and communication among and within both international and local actors. There have been instances of duplication and overlap of aid programs, as well as a lack of coordination among different sectors and actors, especially when considering the multi-layered nature of the aid architecture in Lebanon, with different response plans and coordination mechanisms. This can lead to inefficiencies and a lack of impact on the ground.

Despite these challenges, there have been some efforts to promote the localisation of aid in Lebanon. One example is the Lebanon Humanitarian Fund (LHF), which is managed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and aims to support local organisations in delivering aid to communities in need. The LHF has provided grants to over 100 local organisations and has helped over the years to increase the capacity and resilience of local actors.

Progress so Far

Over the past two decades, there has been a commitment to «build on local capacities» in the humanitarian sector internationally and in Lebanon, with various agreements such as the «Code of Conduct» and the «Principles of Partnership» being made. However, many local and national actors feel that little progress has been made in terms of international aid agencies sharing power, resources, and benefits with them. There are several reasons for this, including opposition from some international aid agencies, reservations about managing risk, and confusion about what «localisation» means and how to achieve it. Despite research being conducted on the topic, progress can best be made by examples of successful partnerships between international and local actors, rather than through further debate. It is important for those committed to the cause of

localisation to first have clarity on its purpose and how to achieve it, to set clear objectives and create a pathway to success.
In conclusion, localisation of aid in Lebanon has been a challenge due to perceived weak capacity of L/NNGOs, coordination issues, and a lack of national ownership and sustainability. However, there have been some efforts to promote localisation, including the Lebanon Humanitarian Fund and the Lebanon Financing Facility (LFF)3, which aim to support local actors in delivering and managing aid programs. To enhance the effectiveness and sustainability of aid in Lebanon, it will be important to create an enabling environment where the capacities of all actors, including local ones, can be utilised to its fullest and promoting greater coordination and communication among all stakeholders.

[3] The LFF is a multi-donor trust fund established by the World Bank in close cooperation with the United Nations and the European Union, and with support from key donors. Its objective is to kickstart the immediate socio-economic recovery of vulnerable populations and businesses affected by the Port of Beirut explosion and to support the Government of Lebanon (GOL) catalyse reforms and prepare for medium-term recovery and reconstruction.

Objectives of Framework

The objectives of the Localisation of Aid Framework for Lebanon depend on the specific context and needs of each community as well as the context of the country as a whole. However, in general, the Localisation of Aid Framework for Lebanon aims to:

1. Promote the empowerment and leadership of local/national organisations and communities in the design, implementation, and evaluation of programs and projects.
2. Strengthen the capacity of local/national organisations and communities to lead and manage development efforts, and to take a more active role in decision-making processes.
3. Enhance the sustainability and self-sufficiency of local/national organisations and communities, by supporting them to build the skills and resources needed to manage their own development efforts.
4. Foster greater collaboration and coordination among international, national, and local actors in the sector, and promote more equitable partnerships.
5. Ensure that resources are used in a way that is responsive to the needs and priorities of the local context, and that maximises the impact and effectiveness of interventions.

By pursuing these objectives, the Localisation of Aid Framework for Lebanon will help to promote greater sustainability and self-sufficiency, and could also help to foster stronger, more equitable partnerships between international and local actors.

How to use this framework

Once the National Localisation of Aid Framework has been established, it can be used as a guide for planning, implementing, monitoring, and evaluating localisation efforts in Lebanon. Some specific ways that the framework could be used include:

- Setting priorities for localisation efforts: The framework can be used to identify the most pressing needs and relevant recommendations for localisation efforts in Lebanon for each concerned stakeholder, and to ensure that resources are focused on addressing these issues.
- Coordinating localisation efforts: The framework can be used to coordinate the efforts of different stakeholders, such as civil society organisations and international organisations, to ensure that localisation efforts are being delivered effectively and efficiently.
- Enhancing transparency and accountability: The framework can be used to promote transparency and accountability in the implementation of the localisation agenda in Lebanon.
- Engaging with local communities: The framework can be used to ensure that local communities participate or lead in the planning and implementation of aid efforts, and that their needs and perspectives are considered.
- Evaluating the effectiveness of Localisation in Lebanon: The framework can be used to assess the impact of localisation efforts and to identify areas for improvement.

Additionally, the framework can be used as a building block for subsequent frameworks that are more specific to certain sectors, population groups, or ecosystems. For example, relevant stakeholders can refer to this framework to draft one related to gender-based programming or the Syrian refugee response.

Overall, the National Localisation of Aid Framework can serve as a useful tool for ensuring that localisation efforts in Lebanon are well-coordinated, transparent, and effective in meeting the needs the local populations.

Methodology

To develop the Localisation Framework, the LTF planned for and followed an inclusive process for each chapter and recommendation. The methodology for each chapter is elaborated on therein but in general, the LTF developed a stakeholders' mapping of local, national, and international actors across the spectrum of civil society, donor agencies, academic institutions, private sector, and UN agencies. The mapping listed more than 500 different actors across these categories and the LTF reached out to each one of them individually to partake in respective surveys, FGDs, KIIs, case studies, co-creation workshops, and validation workshops.

By doing so, the LTF ensured capturing the input and feedback of these different stakeholders for both quantitative and qualitative data. With special attention for local and national actors, the findings in this framework reflect the challenges and recommendations expressed by the different actors involved in the localisation agenda in Lebanon.

GENERAL RECOMMENDATIONS

1. Involve local actors in the planning and decision-making processes for aid programs.

Involving local actors in the planning and decision-making processes for aid programs can help to ensure that these programs are responsive to the needs and priorities of the communities they are intended to benefit.

- Engage with local organizations and communities early in the planning process to identify their needs and priorities. This can be done through meetings, focus groups, surveys, and other methods of consultation.
- Invite local organizations and community representatives to participate in the planning and decision-making processes for the aid program. This can be done through the creation of advisory committees, working groups, or other structures that allow local actors to provide input and guidance.
- Provide resources and support to local organizations to enable them to participate fully in the planning and decision-making processes. This can include training, technical assistance, and financial support.

2. Establish a mechanism for ongoing communication and consultation with local organisations and communities throughout the planning and implementation process. This can help to ensure that the needs and priorities of local actors are considered as the program evolves.

Establishing a mechanism for ongoing communication and consultation with local organisations and communities throughout the planning and implementation process is an important step in ensuring that the needs and priorities of local actors are considered as the program evolves.

- Identify a point of contact within the local community or organisation to serve as a liaison between the aid program and the community. This person should be able to facilitate communication and consultation between the program and the community and ensure that the needs and priorities of the community are taken into account.
- Use a variety of communication channels to reach out to local organizations and communities. This can include face-to-face meetings, phone calls, email, social media, and other methods of communication.
- Schedule regular meetings or check-ins with local organisations and communities to discuss the progress of the aid program and gather feedback. These meetings should be held at a time and place that is convenient for local actors and should be structured to allow for open and honest dialogue.
- Provide resources and support to local organisations and communities to enable them to participate fully in the communication and consultation process. This can include training, technical assistance, and financial support.
- Establish a system for documenting and recording the feedback and input received from local organisations and communities. This can help to ensure that the needs and priorities of local actors are taken into account as the program evolves.

3. Foster collaboration and partnerships between local and international organizations.

Fostering collaboration and partnerships between local and international organizations can help to ensure that development and humanitarian assistance programs are responsive to the needs and priorities of the communities they are intended to benefit.

- Identify local organisations that have expertise and experience in the areas that the aid program is targeting. These organisations can be valuable partners in the implementation of the program.

Establish a mechanism for ongoing communication and consultation with local organisations to ensure that their needs and priorities are considered in the planning and implementation of the aid program.

Provide resources and support to local organisations to enable them to fully participate in the collaboration and partnership process. This can include training, technical assistance, and financial support.

Foster a culture of trust and mutual respect between local and international organisations. This can be done through open and honest communication, transparency, and a willingness to listen and learn from one another.

Establish clear roles and responsibilities for each partner in the collaboration and partnership. This can help to ensure that everyone is working towards the same goals and that the aid program is running smoothly.

Encourage the sharing of knowledge and best practices between local and international organisations. This can help to strengthen the capacity of local organisations and ensure that the aid program is informed by the latest research and evidence.

4. Ensure that aid programs are culturally and socially sensitive.

The fact of ensuring that aid programs are culturally and socially sensitive is important in order to ensure that they are responsive to the needs and priorities of the communities they are intended to benefit.

Involve local organizations and community representatives as leaders in the planning and implementation of the aid program. This can help to ensure that the program is informed by local knowledge and expertise and that it is responsive to the needs and priorities of the community.

Take into account cultural and social norms, values, and traditions when designing and implementing the aid program. This can help to ensure that the program is culturally appropriate and does not cause unintended harm or offense.

Use local resources and expertise whenever possible to implement the aid program. This can help to ensure that the program is informed by local knowledge and expertise and that it is responsive to the needs and priorities of the community.

Provide training and support to local organizations and community members to build their capacity to implement and manage the aid program. This can help to ensure that the program is sustainable and that it is led by local actors.

Monitor and evaluate the impact of the aid program on the local community to ensure that it is meeting its intended goals and that it is not causing unintended harm or negative consequences.

5. Foster innovation and experimentation to test new approaches to localization of aid.

Innovation and experimentation are important for finding new and effective approaches to localization of aid. There are several ways that organizations can foster innovation and experimentation in this area:

Encourage a culture of creativity and risk-taking: Organizations should create an environment where staff feel comfortable proposing and testing new ideas, even if they may not work out.

Set aside dedicated time and resources for innovation: Organizations can allocate specific time and resources for staff to work on new ideas and approaches to localization of aid.

Collaborate with external partners: Partnering with other organizations, such as local NGOs or universities, can bring new perspectives and expertise to the table and help generate new ideas.

Use data and evaluation to inform decision-making: Gathering data and evaluating the results of different approaches can help organizations understand what works and what doesn›t, and make informed decisions about how to move forward.

Don' t be afraid to fail: Innovation often involves trying new things, which means that not all ideas will work out. It›s important to embrace failure as a learning opportunity and continue to iterate and improve.

Encourage a culture of creativity and risk-taking: Organizations should create an environment where staff feel comfortable proposing and testing new ideas, even if they may not work out.

COMPONENT 1

CAPACITY STRENGTHENING

Introduction

The Capacity Strengthening chapter was developed in coordination with the USAID-funded Lebanon Civic Action Accelerator Program (LEB-CAAP), implemented by Family Health International (FHI 360). A core team composed of EF/Shabake, LEB-CAAP, LLL and LHDF assigned personnel, was formed to undertake a quantitative and qualitative assessment of the “supply side” of capacity strengthening for Lebanese civil society, which included customised surveys, Focus Group Discussions (FGDs), and Key Informant Interviews (KIIs). The core team then analysed the data collected by the assessments to inform the development of the first draft of the CS chapter of the framework. The analysis was followed by a co-creation workshop and finally a validation workshop.

Ultimately, the National Localisation Framework, driven by an inclusive process, examined the different processes and roles that each stakeholder, identified and reached throughout the project period, already plays and can play in the future to serve the localisation agenda. Most stakeholders who were engaged in the different stages of the framework development acknowledge the need to localise the response in Lebanon, and a critical driver for it is the development of local capacities towards ownership, resilience, and ultimately accountability of the response.

This framework puts existing practices and new recommendations into a structured document. Each stakeholder, based on their mandate, capacity, and resources, can decide on the role and recommendations they can adopt. The Localisation CS Matrix, presented at the end of this document, is an easy and straightforward guide to identifying relevant recommendations.

Definition and purpose of Capacity Strengthening

Capacity Strengthening

Capacity Strengthening is a multi-step collaborative process that improves the ability of a system, organisation, or individual to meet objectives and perform better.
For the purpose of the Localization Framework, Capacity Strengthening is the ensemble of all efforts:

1. Across all modalities of training, coaching, mentoring, service provision, and material support
2. Across organisational, operational, and technical levels
3. Completed by the L/NNGOs themselves, donors, INGOs, UN agencies, private sector, experts, and other stakeholders.

The purpose of CS can include support and interventions that drive towards a long-lasting positive change. It can be increased knowledge, adoption of policies and Standard Operating Procedures (SoPs), changes in organisational practices, improved compliance, and at a broader level, improved accountability towards the affected population, enhanced organisational sustainability, and ownership of interventions in Lebanon. It is all these objectives that fulfil a strong capacity strengthening component of the localisation agenda in Lebanon.

L/NNGOs

This term engulfs any local or national actor in Lebanon such as well-established national organisations, faith groups, CSOs, volunteer groups, and to a certain extent private sector entities working on humanitarian and development activities.

Stakeholders:

Any entity (individual or collective) involved in CS initiatives. It can be L/NNGOs, INGOs, UN agencies, donors, experts, service providers, coordination groups, and any other actor that provides inputs or benefits from CS.

Funders

Stakeholders that provide funding for CS initiatives. For the purposes of this framework, funders are independent of the L/NNGO itself (meaning we exclude the L/NNGO financing its CS from this definition). Findings from the surveys indicate that funders are usually donors, INGOs, UN agencies, and in some cases other L/NNGOs.

Why Capacity Strengthening

While there is a general consensus around the strengths in the capacities of L/NNGOs regarding technical specialisation and relationships with local communities, the baseline organisational capacity of most of the L/NNGOs in Lebanon is considered an impediment to direct access funding from donors. Many donors often rely on INGOs as intermediaries to ensure compliance, administrative capacity, detailed oversight on implementation, risk mitigation, and quality management.

This concentration of power at the international actors' level reduces any momentum towards localisation and ownership of interventions by the affected populations.

By focusing on capacity strengthening as a core component of the Localisation Framework, we will be able to reduce the perceived risks of partnering with L/NNGOs, transfer power and ownership, and promote sustainable local action. Additionally, capacity strengthening is a key pillar of the concept of localisation and an essential pre-requisite to drive a locally led response.

Potential Outcomes from Capacity Strengthening within the Localization Framework		
Increased ownership and sustainability	**Improved effectiveness**	**Enhanced accountability**
When local organizations and communities have the capacity to design and implement development programs, they are more likely to feel a sense of ownership and responsibility for the initiatives, which can increase the chances of their sustainability.	Local organizations and communities often have a deep understanding of their own context and challenges, which can make them well-suited to identify and address development needs in a way that is effective and relevant.	Capacity strengthening can help to build the capacity of local organizations and communities to hold themselves and external actors accountable for the use and impact of development resources.

Methodology

The recommendations in this framework are based on a rigorous and inclusive process that includes a literature review, surveys, FGDs, case studies, KIIs, and co-creation and validation workshops. Different stakeholders from donors, UN agencies, INGOs, L/NNGOs, and Intermediary Support Organizations (ISOs) have contributed significantly through this process.

The table below outlines the overall methodology and steps followed for the assessment underlying the framework:

Action Plan for Producing the Capacity Strengthening Component of the National Localization Framework	
Step 1 Design the Methodology & Conduct Stakeholder Mapping	Key Stakeholders: 1) Bilateral donors 2) International Implementers 3) Lebanese Intermediary Support Organizations (ISOs) (non-profit, for-profit, academia) 4) Freelance Experts & Consultants 5) CSOs that train CBOs
Step 2 Identify and Conduct Online Surveys by Stakeholder Group	**Donors** - CS goals & expected outcomes, sustainability, certification, upcoming plans, and funding **Others** - Capacity frameworks, approach, formats, staffing, quality assurance, sustainability, certification, and CS market analysis
Step 3 Focus Group Consultations & KIIs	FGD discussion has been organized separately with each stakeholder category over three consecutive days to show the present and validate the findings extracted
Step 4 Co-Creation Workshop	Co-creation workshop with the Localization Task Force to draft the national framework for Capacity Strengthening
Step 5 Drafting then Validation Workshop	Draft the CS Framework and conduct a consultation workshop with key stakeholders to validate results from FGD findings & recommendations
Step 6 Finalize & Publish	Finalize draft integrate into Localization framework and disseminate as part of Shabake Localization

This framework was developed through close collaboration among the capacity strengthening core team with each contributing to the drafting of the survey tools and focus group discussions customised for the different stakeholder groups, as well as identification and outreach to each stakeholder group. Additionally, LLL dedicated its call centre to conduct follow-ups with these stakeholders to respond to the surveys. The list of mapped stakeholders included more than 400 agencies and individuals. Focus group participants were identified through the survey responses as those who indicated an interest in participating in the FGDs. At each stage, briefings were held with the LTF core team on the results and ways forward.

Capacity Strengthening Assessment – Participation by Stakeholder Group

Type of stakeholders	# Of Surveys Sent	Total # of Responses	Response Rate	Focus Group Participants	Key Informant Interviews
International Donors	26	8	31%	N/A	N/A
International Implementers	101	27	27%	17	2
ISOs	135	34	25%	9	1
Local CSOs	158	30	19%	11	N/A
Experts & freelancers	21	14	66%	4	N/A
Total	441	113	26%	41	1

Guiding Values and Principles

The CS framework highlights key guiding values and principles that should be adopted across the different processes and recommendations. The values listed here are the most referred to in the findings of the surveys, FGDs, and KIIs. Each concerned stakeholder should exercise critical introspection on how their individual and organisational culture implements these values in their engagement and communication.

Precision

Stakeholders should exercise precision in determining whose capacity should be strengthened by whom, when, where, and how.

Capacity Strengthening Capacity

Actors endeavoring to provide capacity strengthening support should first address themselves by questioning if they are properly equipped to provide the required support. "Are we the best at providing it? Can we allocate adequate resources and efforts for it in the allocated time?". Capacity strengthening requires a certain set of skills and resources that should be unique, tailored, and acquired through time.

Avoiding Repetition

All concerned stakeholders should ask themselves the initial question "has this been ever done before?". By doing so, stakeholders will be pushed to avoid repetition and the redundant use of resources and time and to reiteratively consider how they can build on historical initiatives to complement and scale up.

Individual vs. Institutional

It is essential to distinguish, across all stages of the CS between Individual and Institutional. Stakeholders need to distinguish their impact on people vs. the impact, practice, and retention at the organizational level.

Effectiveness

Individual actions rarely lead to sustainable organizational change. "Training" and "Workshops" are effective to initially building the knowledge and skills but sustaining this gain at individual knowledge requires follow-up and promoting it at the organizational level requires complementary support in other different forms. Complementarity of support across different levels and a cultural change are essential to effectively turn learning into sustainable practice.

Mutual Benefit

Partnerships are a conduit for all parties to gain and learn something new. When it comes to Lebanon, the local capability is vibrant and powerful. It ought to be the focal point of programming, prioritizing, and humanitarian efforts.

L/NNGOs should be carefully heard during the CS process. Their knowledge and unique added values should be utilized and not ignored, continuously and methodically.

Decision-making

Decision-making power should be consciously monitored and balanced to ensure L/NNGOs can voice their input and play a leading role in decision-making processes on CS assessments, plans, and initiatives.

Limitations:

1. Categorised Frameworks: This initial CS framework covers all mandates, sectors, and types of organisations equally. The purpose of it is not to highlight how a specific group of L/NNGOs (Lebanese, Syrian, Palestinian, Gender-based, LGBTQ+, etc.) should be engaged with and benefit from the CS framework but to outline recommendations that apply to all of them. It is acknowledged that different groups of L/NNGOS require individual and particular attention and concrete recommendations and we hope to do so in subsequent frameworks and phases.

2. Limited response during the data-collection process (surveys and FGDs) from different types of stakeholders. The LTF relied on an existing mapping of organisations and stakeholders in Lebanon and although it included more than 400 agencies, we acknowledge it does not necessarily include the broad diversity and variety of all actors working in Lebanon.

Summary: Findings and Highlights

This section provides an overview of the key findings and highlights from the surveys and focus group discussions. For a more comprehensive reading, kindly refer to the findings report which can be obtained from the LTF upon request. The recommendations found in this framework are directly linked to these findings and seek to offer jointly developed, feasible, and validated solutions.

a) Capacity Strengthening Framework

1. Local actors are often provided with CS opportunities that are inadequate, scattered, and disconnected. These opportunities do not effectively transfer significant knowledge to them.
2. There is a common agreement between stakeholders that there is no collective CS framework to guide such initiatives in Lebanon.
3. Individual CS frameworks are not standardized among different local CSOs and ISOs. Many stakeholders do not even have a CS framework.
4. All survey respondents stated they are ready to adopt at least some of the recommendations from the CS framework or all of itt since they do not have the funds, skills, and/or capacity to develop their own.
5. Most of the stakeholders have shown interest in the CS framework. Most of the respondents were interested in joining the FGDs, and validation workshop.
6. When developing the roadmap for a collective framework, the challenges of ownership, commitment, and harmonized complementary actions should be carefully studied and mitigated.

b) Findings related to Capacity Assessments

1. All stakeholders agree that an initial capacity assessment is necessary to guide CS plans and initiatives. More than half of stakeholders use a capacity assessment tool at an initial stage, but they agree that there is room for improvement, especially in coordination.
2. Most of the capacity assessments are adopted at the organizational level and there is no harmonization with other actors, leading to repetition and assessment fatigue among beneficiary organizations.
3. It was discussed in the International Implementers FGD that the main challenge for harmonization (either harmonizing the tools used or sharing results of assessments done for the same partner) is mainly at HQ levels. There was consensus among the participants that country level teams understand the necessity of sharing capacity assessments to minimize the pressure of repetition and assessment fatigue among common partners, nonetheless, their HQs usually insist on using their tools.
4. There is confusion between organizational assessments, partnership risk assessments, and organizational vulnerability assessments. Most of the stakeholders tend to confuse the purpose of each type of assessment and use them interchangeably.
5. L/NNGOs rarely conduct self-assessments. Organizational Capacity Assessments (OCAs) are usually driven by an external need (partnership with other organizations or as a requirement for funding).
6. There is a need to ensure initial capacity assessments reflect organizational priorities and not just those tied to the project or funding. There are gaps in the components of governance, strategy, fundraising and sustainability, visibility, and communication. Most of the OCAs focus on priorities for projects such as financial and program management, monitoring and evaluation (M&E), human resources (HR), and operations and logistics.

c) Capacity Strengthening Plans

1. Similar to initial capacity assessments, CS plans tend to be individualised and specific to the partnerships, funds, and projects, at any given time. L/NNGOs lack an institutional CS plan that they develop independently from partnerships with others.
2. When developing a CS plan in partnership with other organizations and donors, the plan tends to focus on in-house and external resources that the funder can provide within a limited timeframe (usually restricted by the funder's funding cycle).
3. It is difficult for funders to accept CS plans developed independently by either the L/NNGO or in partnership with others.
4. The CS plans do not clearly state the level of required efforts along with the agreed roles and responsibilities. Even though financial and technical resources exist, mobilizing these resources and planning for the implementation of the CS plan shall ensure commitment, ownership and sustainability of actions, which are not there currently.
5. Most of the CS plans lack a monitoring and evaluation framework that is developed at the inception phase.

d) Implementation

1. Training tends to be the most used modality for CS activities, followed by coaching and mentoring programs as the second most adopted modality.
2. Tailored CS materials are almost non-existent online or publicly. There are no shared CS online platforms available for CSOs, and most of the stakeholders showed interest in sharing CS materials.
3. Implementation of the CS plan is subject to contextual challenges that require continuous adaptation and changes.
4. Online training modalities indicate a gap in the human element and meaningful interactions between attendees and facilitators.
5. When conducting training, experts and ISOs indicate that they sometimes do not have details on the profile and background of attendees before going into the first session. This limits the possibility to adapt the material to the level, experience, and interest of participants.
6. The same applies to the venues where facilitators sometimes do not know if the venue is properly equipped for presentations, group work, or interactive activities.

7. CS interventions are usually provided through in-house staff members and complemented by external local and international service providers.
8. Most of the stakeholders give a completion and attendance certificate with minimal adoption of professional and international accreditation. ISOs are mostly giving professional accreditation only, however they stated that they won›t usually hire these people for training due to different reasons (costs, lack of awareness on availability of accreditation)
9. Main advanced levels of CS topics mentioned by stakeholders are TOT facilitation skills, M&E, project design, strategic planning, Governance and leadership, and advocacy.
10. There are gaps in resources in institutional training topics such as sustainability and building stronger organizations (systems, procedures, finance, HR, etc..) which is the most important CS outcome for all stakeholders. Also, there is a need to work on research, marketing, and outreach as stated in the answers.
11. Training programs are not always compliant with standards and accreditations.
12. CS›s main highest priority was "sustainable capacity outcomes" and "accountability". "Consortium management and creation" is the lowest priority, which is a poor indicator for localization. The same holds true for networking among NGOs. As per the surveys, there are no trainings or mentoring programs on this subject.

e) Marketplace

1. Funders still rely on international experts and service providers for CS activities that local experts can provide, indicating a misconception about the availability and qualifications of experts based in Lebanon.
2. Opportunities for experts and ISOs, when advertised through online platforms, face restrictions related to timelines, required commitment, and ambiguity in the scope of the Terms of Reference (ToRs). Financial offers remain the main deciding factor when selecting providers and expertise and experience are secondary in most cases.

f) Monitoring and Evaluation

1. Monitoring and Evaluation Frameworks for CS support are usually lacking in comprehensiveness and rely on subjective factors. Key Performance Indicators (KPIs) and Indicator Tracking Tables (ITTs) are seldom applied.
2. L/NNGOs should learn how to showcase their success stories to international institutions so they can increase their funds.
3. Local and international organizations do not have a unified approach to impact measurement which is mostly informal. For them, it mostly depends on what the concerned L/NNGOs want to achieve. A long-term impact assessment becomes difficult when resources are not available. Even when core funds are available, they are usually used for other priorities. Participants agree that stronger systems

for monitoring and evaluation are needed. Financial resources to carry out long-term assessments are seldom found. Most funding for capacity strengthening is limited to a period of one year at best.
4. A big part of the responsibility lies with the L/NNGOs. They need to ensure organizational commitment and transition to the next stages. The L/NNGO should ensure the knowledge acquired is disseminated to all relevant staff members and included in the induction plans for new hires. They should find creative ways to ensure senior management buy-in and a positive trickle-down effect.

g) Sustainability

1. A case study should be built on L/NNGOs self-funding their CS initiatives not only through funders to learn from them and duplicate those modules to other local stakeholders. Most of the CS interventions are funded by international institutions as stated by stakeholders.
2. ISOs and experts have limited involvement beyond the limited scope they are hired to complete. They are not necessarily exposed to the broader CS plan, strategy, and sustainability of the CS support. They have limited opportunities to influence organizational change beyond the training or the limited number of sessions they conduct.
3. L/NNGOs should learn how to network with each other efficiently, holding each other accountable and transparent. CSOs in such networks can voice their needs and demands, advocate and push certain agendas of common interest with donors.
4. Contextual CS challenges: national security, access to electricity, and fuel remain the main operational challenges. An equally important challenge is maintaining the relevance of the initial capacity development plan with all these limitations and changes.
5. Another challenge is staff commitment. Team members, from both funders and L/NNGOs, tend to focus on other priorities as well. It is very hard to move from theory to practice. Behavioral and organizational change should be a priority for CS interventions, and it should be measured through a long-term approach.

h) Inclusion

1. Most of the stakeholders are ready to learn about the inclusion of People with Disabilities (PwDs) and to have an external review to assess the effectiveness of inclusion in their CS initiatives.
2. Respondents expressed limited capacity to adapt the material and logistics to cater for people with disabilities or based on gender, location-specific factors, and others.

Recommendations

1) Mandate as a Main Driver of Capacity Strengthening and Organizational Development.

Capacity strengthening has the ultimate purpose of positive transformation at organisational, operational, or technical level each of these three different levels is mainly driven by an organisational purpose translated into the L/NNGO's mandate. For the purposes of this framework, the term mandate can engulf others such as mission, vision, and strategy.

The organisational mandate should be the cornerstone for any capacity strengthening initiative. Unfortunately, findings from surveys and FGDs indicate that a considerable portion of CS efforts in Lebanon is tied to two ad-hoc project- and fund-based priorities. With the current funding situation and high competition, L/NNGOs most often find themselves struggling to acquire funds that accommodate their own mandate. A number of these organisations apply to and acquire funding for projects that are beyond their scope, with the main purpose of ensuring organisational sustainability and a source to cover their core costs.

It is essential, across all processes and recommendations in this framework, to ensure that, even with the status quo of fund-driven efforts, L/NNGOs with the support of their funders4 (donors, INGOs, other L/NNGOs) to reflect on how the CS efforts are contributing to the organisation's raison d'être.

For example, an organisation with a protection mandate should have its CS plan oriented around this sector. Any deviation into other sectors, let's say medical, shouldn't overshadow this organisation's focus on protection.

For this reason, it is worth noting that an initial CS priority would be to ensure the L/NNGOs have a clear understanding of their mandate, articulated in different relevant documents, mission, vision, strategy, annual plans, and others. The width and complexity of these documents vary according to the L/NNGO's size and complexity. As will be highlighted in subsequent sections of this framework, the development of documents, by itself, does not bring about organisational buy-in and adoption. For this reason, this CS effort should also work on ownership of these through organisation governance and way of work.

Additionally, CS (and more generally, localisation) should be integrated within the mission and strategy of funders which are working on supporting L/NNGOs. In a similar fashion to the abovementioned, having CS values and objectives within the organisational culture of funders will allow for a harmonised approach from all their respective departments towards CS and engagement with L/NNGOs for this purpose.

Currently, vision and mission are seldom covered in initial capacity assessments and plans but if done correctly, this initial recommendation can enhance ownership, transparency, and eventually the effectiveness and relevance of any CS initiative.

	RECOMMENDATIONS
FUNDERS	• Make the development and adoption of missions and visions for target L/NNGOs, where missing, a key priority component of CS initiatives. • Use mandates, visions, and missions, where they exist, as a reference point for the development of CS initiatives.
L/NNGOS	• Use a vision and mission as a reference for any capacity building initiative that L/NNGOs benefit from. • Advocate with funders (or internally when using own funds) to prioritize the development of a mandate as an initial capacity strengthening initiative when the two are missing. • Integrate CS into the vision or mission of L/NNGOs so that their culture is oriented around it and benefits from it across all departments continuously.

4 For the purpose of this framework, "funders" is a general term that engulfs all entities providing funds to L/NNGOs, such as donors, international NGOs, the private sector, and any other.

July 2022

QUOTE from one of the FGD participants

"Most of the local CSOs do not integrate CS into their vision and mission since we do not think about it or consider it as important. We are stuck with old organizational processes even when expanding our interventions."

2) Identification and Selection of L/NNGOs

2.1 Indirect Impact of Selection Processes

Most CS initiatives in Lebanon are tied to existing projects and funding in other sectors and interventions. This indicates that CS initiatives are directly linked to a wide pool of diversified projects in the humanitarian, development, and civil society ocean but rarely independent from them.

It is critical to acknowledge that CS, by itself, is a noble cause and can be considered an ultimate goal, especially from a localization lens. There exist numerous CS initiatives and projects in Lebanon that solely focus on the capacity building of L/NNGOs, but they are overshadowed by the CS funding and portfolio that is incorporated into other projects and partnerships. For the latter, it means that the selection process and priorities for CS are tied to separate objectives and targets in other sectors. For example, if a funder selects a local organization to carry out protection activities, the priority for CS would be to increase the local partner's capacity in the implementation of protection activities. By nature, although this endeavor is noble and leads to a positive organizational outcome, it seldom allows for the identification of other L/NNGOs in the same area with similar or different capacity priorities.

When it comes to the funders that directly and independently fund CS efforts, they are usually bound by limited funding and therefore limited possibility to engage with a meaningful number of L/NNGOs. Findings from the surveys indicate that CS is usually linked to sectoral activities that the L/NNGOs need to implement in partnerships with funders (donors, INGOs, and other L/NNGOs).

It is essential for all organizations to continuously seek to acquire funding for CS separately from other projects to ensure as widespread and diversified coverage as possible and mitigate a) the risk of alienating local groups that are not identified through partnerships driven by other non-CS objectives b) the convergence of CS investment into a pool of L/NNGOS that have advantages in selection due to technical and baseline capacities in the project-based selection processes.

From the sections mentioned below, some of the challenges related to CS included funding cycles tied to other projects and sectoral focus. By independently securing funding for CS, we can mitigate these challenges to a certain extent.

	RECOMMENDATIONS
FUNDERS	• Advocating for stand-alone or integrated CS funding • Implementing Do No Harm practices in the identification and selection of L/NNGOs to ensure that local groups are not alienated, and that CS provided to partnered L/NNGOs is not tied solely to the implementation of other projects.

L/NNGOS	• Continuously advocate for stand-alone and integrated CS funding when partnering with funders. • Document and share CS progress based on a CS action plan (Thematic and organization development progress)

2.2 Re-examining Selection Criteria

A considerable portion of funding in Lebanon is channeled to L/NNGOs through calls for applications. These opportunities are an excellent way to ensure a transparent and competitive process of partnering with L/NNGOs. A popular criterion of selection is the organization's capacity (measured in previous projects, historical amount of funding used for similar activities, technical and sectoral expertise, employment of experts, and others). This criterion is justifiable but creates a positive feedback loop where organizations selected through these calls for applications will inherently have the advantage of being selected for future ones since they amassed additional capacity and experience.

We recommend that funders are conscious of the effect selection criteria play on the broader L/NNGO pool in Lebanon and how the repeated exclusion from funding opportunities leads to reduced capacity resources and enforces its convergence towards a few L/NNGOs. When feasible, it is recommended to integrate the possibility of initial capacity strengthening for applicants that demonstrate willingness and baseline potential.

	RECOMMENDATIONS
FUNDERS	• Ensure selection criteria are not biased against L/NNGOs with limited capacity and ensure these criteria highlight added values and potential timely improvement in capacity through initial CS support. • Do not disqualify small CSOs for lack of capacity instead build it on the long term • Seek sub-partnering arrangements where smaller L/NNGOs can benefit from working with well-established L/NNGOs.
L/NNGOS	• Ensure proper presentation of capacities and added values when applying for partnerships.

2.3 Feedback on applications and proposals

L/NNGOs would benefit from funders' constructive feedback on their applications. Beyond being informed of the results of the selection process for open calls for applications, it is a capacity strengthening opportunity when funders share with each individual L/NNGO applicant the results of their application by criterion and a brief narrative on strengths and weaknesses that led to these results.

From their side, L/NNGOs can benefit from such feedback to acknowledge key capacity gaps that they need to improve for future calls for applications and funding opportunities. This is an example of a concrete and clear impact of capacity baselines on access to funds.

	RECOMMENDATIONS
FUNDERS	• Share feedback on applications in a constructive manner
L/NNGOS	• Actively seek feedback from funders on applications & proposals

3) Processes for CS

Findings from the surveys and FGDs indicate that the CS practice in Lebanon follows processes that can be categorised as follows:

3.1 The Systematic and Comprehensive Process

Considered the most elaborate process for CS, it is based on a sequence that consists of an initial capacity assessment, a CS development plan, implementation, and monitoring and evaluation of CS activities and outcomes.
The definition mentioned here is not necessarily exhaustive and this process can vary from one organisation to another. All in all, any systematic and sequential process that relies on information from a baseline capacity to build a plan and implement it across different departments can be considered within this category.

3.2 The Singular CS Support

This category includes all CS activities based on gaps and needs identified for a specific CS initiative and for which quick and singular CS support is provided. It is usually focused on one area and delivers one or multiple CS modalities to improve the capacity therein.

3.3 The Flexible and Broad Support

It includes the support provided by funders to L/NNGOs in a flexible manner to allow them to select and implement a variety of CS initiatives that can combine a mix of systematic and ad-hoc over a course of time.

Each category has its pros and cons and can be applied in relevant cases. We recommend that funders and L/NNGOs are aware that the adoption of any of these should be based on a careful study of available resources and intended impact.

One participant in the FGD highlighted that CS should be approached with the same rigour applied to any other project, in the sense of developing different frameworks and tools such as proposals, budgets, logical frameworks, risk assessments, and mitigation plans, quality controls, implementation plans, etc.

4. Conceptualisation and Design

This phase engulfs the steps and processes leading to the identification of baseline capacities of L/NNGOs and the development of respective capacity strengthening plans. Usually linked to the Systematic and Comprehensive process mentioned above, this phase is the steppingstone towards the implementation of CS activities and if done right, can promote an effective and localised approach towards CS.

4.1 Adoption of Common Assessments

Findings indicate that in the case of grant applications, L/NNGOs must fill similar capacity assessments for different funders. From their side, funders express reluctance in accepting capacity assessments carried out independently by the L/NNGO itself or with other funders. This practice leads to redundancy and assessment fatigue among L/NNGOs.

Stakeholders need to reduce the number of capacity assessments by promoting the sharing of assessment reports and encouraging funding organisations to supplement existing assessments with any additional information required, rather than conducting a whole new assessment.

Local actors should share their capacity assessments and strengthening plans with each international partner and negotiate how they will contribute to it rather than completing new assessments with each partner. For this to work, funders should accept and contribute to local partners' existing capacity strengthening plans and vice versa.

All stakeholders working on capacity assessments need to annex to it details on the methodology, data quality assurances, and timing. It is then possible for other stakeholders to examine the methodology and decide accordingly if they can adopt these assessments. Additionally, we recommend that assessments are either a) valid for a specific period (six months or one year) or b) are considered valid unless there is a need to update based on subsequent CS initiatives and progress. We also recommend that organisations coordinate the harmonisation of assessment tools that are used un funding applications and the adoption of one all-encompassing assessment form. Based on the needs and components to be assessed, L/NNGOs and funders can select either all of this assessment or parts of it. Ultimately, we will avoid asking the same questions in different manners and it will ease the collective adoption of capacity assessment results if the methodology is already jointly approved.

One example of such a harmonisation initiative is currently being studied by LHDF and OCHA. If completed properly, this initiative will allow the unification of OCAs across all LHDF members. Another example of this practice is the certification model provided by AUBNGOi. Through this initiative, the AUBNGOi provides an independent assessment of capacities for interested organisations and provides a certification using evidence-based criteria. Funders and L/NNGOs can opt for this option with the benefit that it's provided by an independent third party using trusted standards and practices.

Some organisations mentioned they rely on an organic human-centred approach to assessments. Instead of following an outline of a process, these organisations rely heavily on ongoing communication and iterative partnerships to examine and assess gaps in capacities through the lifecycle of the partnership. This approach allows for flexible support instead of one based on a sequence and allows for continuous identification of capacity needs based on real-life examples and cases. Stakeholders can consider this approach with suitable organisations.
It is also essential to understand that no OCA fits all kinds of L/NNGOs. These organisations vary in size, capacities, aspirations, and expectations. Based on these factors, OCAs should be tailored and sometimes simplified to ensure an efficient and adapted approach to capacity assessments.

	RECOMMENDATIONS
FUNDERS	• Implement practices to avoid repetition and redundancy in capacity assessments. • Apply measures to adopt capacity assessments implemented by other organisations. • Consider third-party certificates and independent assessments. • Ensure OCAs are tailored to the size, type, and capacities of L/NNGOs. • Consider alternatives to capacity assessments such as the organic human-centred iterative approach where feasible. • Provide an atmosphere of transparency and trust where L/NNGOs can share all their gaps in capacity without fearing repercussions in funding and partnership.
L/NNGOS	• Advocate with funders for the adoption of a L/NNGO-owned capacity assessment or the sharing of assessments carried out by other funders. • Seek independent third-party providers to objectively assess the capacities of the L/NNGO. • Document all the capacity assessments are done and their progress

4.2 Capacity Assessment vs. Risk and Partnership Assessment

Findings indicate that funders initiating capacity assessments as part of an integrated project tend to confuse between it and risk and partnership assessments. While the former focuses on the capacities of the L/NNGOs independently from eminent funding and partnerships, the latter ties organisational capacities with requirements of the partnership (i.e., specific compliance from the funding source, technical expertise relevant to a specific sector and project, operational capacity tied to project locations, and other requirements that the L/NNGO must meet to deliver a specific project in a specific timeframe and funding). It is acknowledged that risk and partnership assessments stem from the findings of organisational assessments, but it is essential to distinguish between the two.

Risk and partnership assessments will focus on CS priorities linked to the funding and the project and not necessarily organisational priorities elsewhere, and they are essential to ensure the successful delivery of activities. But they cannot substitute comprehensive organisational CS priorities that should be focused firstly on thorough independent assessments of capacities with the purpose of organisational change and broader improvement and delivering projects better secondly.

Capacity Assessment	Partnership Assessment	Risk Assessment
Capacity assessments are used to evaluate the capacity of an organization or individual to carry out a specific task or role, and may include assessments of factors such as skills, experience, resources, and infrastructure.	Partnership assessments are used to evaluate the potential of an organization or individual to participate in a partnership or collaboration, and may consider factors such as shared values, complementary skills, and potential conflicts of interest.	Risk assessments, on the other hand, are used to identify and evaluate the potential risks associated with a project or an initiative. This could include risks related to financial, operational, or reputational issues, as well as risks related to the project itself, such as technical or logistical challenges. Risk assessments are used to identify the likelihood and potential impact of these risks, and to develop strategies to mitigate or manage them.

	RECOMMENDATIONS
FUNDERS	• Distinguish between organizational capacity assessments and risk and partnership assessments in addition to ensuring their approaches, terminologies, and purposes are tailored to each.
L/NNGOS	• Advocate for organizational assessments beyond the risk and partnership assessments linked to specific projects and fundings and ensure non-project-related priorities have adequate CS resources and are prioritized accordingly. • Do not rely on partnerships with funders to initiate capacity assessments and when available, seek to use internal resources for the assessments. • Transparently include other actors and their funding for your CS support in your CS plans.

5. Capacity Strengthening Plan (CSP)

5.1 Developing the CSP

When developing the CSP, funders should plan for comprehensive modalities that combine training and mentoring packages which are neither solely based on project needs nor only intended for project staff. Examples include human resources, financial management, procurement, and policy development. Secondments from international agencies to local partner agencies are one route to supporting such capacity sharing.

The CSP should ensure that rather than capacity strengthening being project-driven as evidence shows most of the ongoing partnerships are, it is organisation-wide, making contributions to organisational effectiveness in many operational areas with long-term values beyond the project period. It should also be driven by joint needs identification, consensus on the type of capacity strengthening interventions, development of action plans, and commitment to their implementation.

A CSP should include areas of intervention in governance and leadership, strategic planning, research, monitoring and evaluation, proposal writing, resource mobilisation and (financial) management, budgeting, development of organisational policies, procurement, and documentation. The capacity strengthening plan should be anchored on a mix of cost-effective approaches including learning sessions organised for L/NNGOs in internationally funded projects, hand holding, structured training, exposure to technology-driven interventions, joint activities, supportive supervision, and sponsorship to attend international conferences.

Ultimately, the CSP should include interventions that catalyse change at different levels of knowledge, policy, practice, and the organisation itself. For example, if procurement is identified as a key area for CS interventions, at the knowledge level, relevant departments should understand the importance of proper procurement practices and gain knowledge of these practices. At the policy level, a tailored procurement policy should be developed and not copy-pasted from other organisations. This policy should take into consideration the available L/NNGO resources, contextual and national considerations, and the scale of procurement that the L/NNGOs usually undergoes. At the practice level, all relevant departments within the organisation should receive adequate training and follow-up on how to implement the policy in their day-to-day work. At the organisational level, measures should be put in place to ensure the policy is consistently used and revised, with senior management oversight and buy-in.

Additionally, the CSP should be clearly articulated to highlight short, medium, and long-term needed support and impact. It should also, as much as possible, cover the diverse range of organisational development that an L/NNGO can undergo across different departments (governance, fundraising, project management, monitoring and evaluation, financial management, operations, human resources management, visibility and communication, accountability towards affected population, and any other).

One finding indicated that the CS plan is usually developed with the involvement of a few people from the concerned L/NNGO without broader involvement from all concerned parties. Employees are surprised by training and are asked to attend without understanding the reasoning and decision-making process leading to the planning of such training. For this reason, when developing the CSP, concerned stakeholders should strive to ensure as much consultation as possible with all potentially relevant departments and teams.

And finally, any CS plan and initiative should be validated and signed off by the senior management, directors, and board members of the concerned L/NNGO. By doing so, we ensure ownership, motivation, and most importantly commitment and momentum at an organisational level.

	RECOMMENDATIONS
FUNDERS	• Consider different and integrated modalities to provide CS support. • Ensure complementarity of provided services • Ensure planning for impact at the individual and institutional level • Plan for measures that guarantee retention and sustainability. • Ensure the inclusion of all relevant departments and employees in the development of the CS plan. • Ensure support is provided for CS plans at different levels of change: knowledge, policy, practice, and organizational.
L/NNGOS	• Advocate for priorities beyond the specific partnership. • Refer to mandate to ensure plans are in line with organizational priorities. • Ensure the ownership and validation of the CS plan at a senior level within the organization. • Ensure CS plans cover different levels of change: knowledge, policy, practice, and organizational.

5.2 Resource Allocation

L/NNGOs and other concerned parties (such as funders when involved) should allocate focal points to ensure continuous engagement and preservation of CS momentum. The L/NNGO can assign one focal point for CS or different ones from each department. This focal point should be well-exposed to the capacity assessment and plan processes, should understand the requirements and action plans, and has the power to exercise a certain level of authority respective to CS initiatives in all relevant departments.

Budgetary and financial requirements should be identified as much in advance as possible. When developing the CS plan, stakeholders should carefully examine the required costs of each CS initiative and be transparent in its availability or lack of. By doing so, the L/NNGO will be able to develop a holistic plan for all its CS needs (for one year and more for example) and allocate sources of funding based on available internal funds and external partnerships. The budgets should be flexible and accommodate any potential challenge, change in context, or disruption. The budget should also include costs related to the CS monitoring and evaluation requirements.

Moreover, the CS plan should indicate the levels of effort, and time required by each concerned stakeholder (employee, team, or external service provider). By doing so, these actors will be able to plan and dedicate efforts and time. One finding from the FGDs indicated that employees tend to deprioritise CS activities due to the fact that they are committed to time and effort towards other engagements and priorities.

	RECOMMENDATIONS
FUNDERS	• Assign one or multiple focal points from your organization to follow up on the CS plan. • Allocate as much budget and financial resources possible towards CS support. • Allocate levels of effort and time for each CS activity and clearly highlight them in the CS plan and available resources to ensure commitment and follow-up.
L/NNGOS	• Assign one or multiple focal points from your organization to follow up on the CS plan. • Ensure budgets and financial requirements are clearly outlined for each CS initiative. • Develop an organizational budget for CS plans and activities and allocate available funding accordingly. • Highlight the level of effort and time required by each concerned employee or team so that they plan accordingly and can implement CS activities without compromising competing priorities.

5.3 Focus on Humanitarian Principles and Access

L/NNGOs' identity of being from the local communities is a double-edged sword. Beyond the positive attributes that this identity provides, they can be perceived as easier to be targeted by local administrative, government, political, and military (when applicable) bodies. For this reason, a key concept that can mitigate these risks is a well-established capacity in upholding humanitarian principles, and expertise in negotiating access and humanitarian neutrality with these local stakeholders.

From the findings of the surveys and the FGDs, it seems this is a subject with minimal to no interest in CS interventions while the gap herein leads to concrete and direct risks on the operations of the L/NNGOs, reputation, and ability to adhere to humanitarian principles.

	RECOMMENDATIONS
FUNDERS	• Ensure the CS plan contains resources to mitigate contextual and reputational challenges of access and adhere to humanitarian principles
L/NNGOS	• Document and reflect on challenges in adhering to humanitarian principles and access. • Ensure humanitarian principles and access are part of your strategy and subsequently CS plans.

5.4 Capacity strengthening for capacity assessments and plans

To mitigate the continuous need for L/NNGOs to rely on funders to conduct capacity assessments and plans, a component of CS should be to support these organisations in strengthening their capacity to carry out their internal organisational assessments. By doing so, these L/NNGOs will have the ability to continuously assess their organisation and performance across different departments without the need for external triggers like new funding or partnerships.

	RECOMMENDATIONS
FUNDERS	• Ensure the CS plan contains resources to mitigate contextual and reputational challenges of access and adhere to humanitarian principles
L/NNGOS	• Advocate for resources to build own capacity in organizational assessment, development of CS plans, implementation, and M&E of CS initiatives. • Routinely carry out organizational assessments and mobilize resources for CS without exclusive reliance on external stakeholders and partners.

6. Implementation

6.1 Access to CS Experts and Material

The success of the implementation and rollout of CS support is highly dependent on the recruitment and selection of qualified and relevant expertise. This applied to all CS methods regardless of which is selected for a specific CS task (whether training, mentoring coaching, advising, etc..). In the specific case of training for example, the Focus Group Discussions highlighted the need for a rigorous process to select trainers/mentors for relevant capacity strengthening interventions, recognising that technical knowledge and facilitation experience are only one of many criteria that a trainer should have for a tailored and effective delivery of training.

Beyond technical skills, a trainer should understand how different contextual factors lead to differing needs and modalities to convey knowledge. The trainer needs to know how L/NNGOs in Beqaa have different

contextualised knowledge needs from those in Beirut, for example.

When seeking trainers, the most popular modality in Lebanon is the use of sites such as LinkedIn and Daleel Madani. The advertisement is usually limited in time and exigent in documents to be submitted by applicants. Additionally, the ToRs tend to be vague and delivery schedules tight. Organisations need to make sure they mention all the needed details in terms of the number of days/hours, beneficiaries, and clear deliverables (including the scale of these deliverables such as the number of pages for reports). Additionally, organisations need to build a roster of experts so that they are not in a rush to identify them when they need to.

And finally, organisations need to give trainers more leeway to adapt and change scope based on what they deem fit. Organisations should also ensure that the provided training is certified or accredited. To do so, they need to first check if the training exists in an accredited manner and if there are certified centres and trainers to provide it.

Another key recommendation for any type of CS support is to adapt content, methodology, materials, and language to the local context and needs of the participants. To do so, service providers need to know in advance the profile of beneficiaries, locations, and other factors that can impact how the service should be delivered. Case studies, examples, language, and other considerations should change based on each target group.

When it comes to accessing knowledge material, tailored CS materials are almost non-existent online or an as open source or publicly. There are no context-specific online platforms available for CSOs, and most of the stakeholders showed interest in sharing CS materials. Organisations and service providers need to work together to establish an online learning and capacity strengthening platform that can be accessed intuitively and easily by all interested stakeholders.

Tips for managing training

Identify the training needs: Identify the specific training needs of the target organizations, and consider factors such as the type of training that is needed, the target audience, and the resources and expertise available.

Research potential trainers: Research potential trainers who have the relevant expertise and experience to deliver the training. Consider factors such as their qualifications, experience, and reputation, as well as their availability and cost.

Develop a training plan: Develop a training plan that outlines the objectives, content, and delivery of the training, as well as the resources and support needed.

Identify and secure resources: Identify and secure the necessary resources, such as training materials, facilities, and equipment, to support the training.

Evaluate the training: Evaluate the training to assess its impact and effectiveness, and to identify any areas for improvement.

	RECOMMENDATIONS
FUNDERS	• Adopt careful selection of trainers by considering the criteria of local context knowledge • Rely on local experts when available as part of the localization and empowerment of local expertise. • Extensively include service providers in the planning and preparation of CS activities. • Criteria for training materials and programs should be set for a minimum standard
L/NNGOS	• Advocate for inclusion in the preparation of CS support including input on the provided material. • Trainers should provide all the materials to participants when CS is delivered

As previously mentioned, there are many other CS methods that can be used and should be relied on in many instances, as the method of training cannot cover all facets of needs and CS actions that an organisation may have assigned in its CSP. It is important to note that each method has its advantages and disadvantages, and there is no single "right method". Different approaches suit different purposes and different situations.

Other CS Modalities

While training is a valuable modality for capacity strengthening, it should not be the only form of support provided. Over-reliance on training can lead to a narrow focus on technical skills development without addressing broader organisational issues such as leadership, strategic planning, and resource management. Additionally, training alone may not be sufficient to address complex challenges and systemic issues that require a more comprehensive approach.

Other capacity strengthening modalities such as coaching, mentoring, and the other ones mentioned below can complement training and provide a more holistic approach to capacity strengthening. Coaching and mentoring can support staff development and build leadership capacity by providing individualised guidance and support.

Moreover, capacity building efforts should be tailored to the specific needs and context of the organisation and involve active engagement and participation from staff and stakeholders.

Mentoring and Coaching	This modality involves assigning experienced staff members to work closely with new or less experienced staff members to provide guidance, support, and advice.
Technical Assistance	This modality involves providing technical assistance to organisations to help them overcome specific challenges in areas such as financial management, human resources, and program design.
Networking and Collaboration	This modality involves fostering partnerships and collaborations with other organisations and stakeholders in the humanitarian sector to share knowledge, resources, and best practices.
Online Learning	This modality involves providing online courses and learning materials to staff members to enhance their skills and knowledge on different subjects.
Study Visits and Exchange Programs	This modality involves organising study visits and exchange programs for staff members to learn from other organisations and gain exposure to different contexts and approaches.
Peer Learning and Knowledge Sharing	This modality involves creating spaces for peer learning and knowledge sharing among staff members, as well as with external stakeholders. This can help organisations tap into the collective knowledge and expertise of their staff and partners.
Secondment and Staffing Exchange	This modality involves temporarily transferring staff members between different organisations or departments to provide new perspectives and opportunities for learning and development.
Knowledge Management	This modality involves creating systems and processes to capture, share, and apply knowledge within an organisation, ensuring that staff members have access to the information they need to make informed decisions and perform their roles effectively.

Regardless of which method is utilised for a specific CS task, we must make sure that it embodies the following characteristics, and that the action taken, or expertise selected, to provide the service encompasses them:

- Fit for purpose: Are we looking to address knowledge, develop skills, develop systems, is this one shot or long term etc.
- Possesses a coaching or facilitative approach: This protects the element of ownership especially when decisions are left to the partner to make. For example, having the CS expert write a full Policies and Procedures manual alone can undermine the ownership of that content and increase the likelihood that it will be left in a desk drawer.
- Is inclusive: Uses consultative and participative processes that are adapted to the culture and context within the organisation itself.
- Adopts an experiential approach: In the case of training, engaging the trainees in practical assignments allows them to convert their learning from theory into practice.
- Addresses the emotional dimension of the change process: Organisational change is also personal change, and supporting people through this journey to process what this change will mean for them is key.
- Allows time incremental change: Do not assume that this will happen overnight, quality process monitoring and follow up, with room for adaptation of approach and scope are crucial.

6.2 Capacity Strengthening and Funding

Funders should allocate budgets dedicated towards capacity strengthening of L/NNGOs. Acknowledging that organisational development never ends, this funding should stem across multiple years, be flexible and adaptive in nature, and caters to priorities identified through an objective capacity assessment and framework as mentioned in the other respective recommendations.

Additionally, funders are urged to pass on and facilitate the budgeting for indirect costs and overhead expenses to enable crosscutting and flexible organisational resources towards capacity strengthening and adequate governance at the L/NNGO level.

Tips to fundraise for capacity strengthening

Identify potential funding sources: Research and identify potential funding sources that are relevant to the CS efforts, such as foundations, government agencies, or international organisations.

Build relationships with funders: Build relationships with potential funders by networking and attending events, and by demonstrating the value and impact of the CS efforts.

Develop a clear and compelling case for funding: Develop a clear and compelling case for funding that outlines the goals, objectives, and expected outcomes of the CS efforts, as well as the resources and support needed to achieve them.

Create a strong proposal: Create a strong proposal which includes detailed information about the CS efforts, especially the goals, objectives, activities, and budget. Make sure to follow the guidelines and requirements of the funding source and include any required supporting materials.

Create a strong proposal: Create a strong proposal which includes detailed information about the CS efforts, especially the goals, objectives, activities, and budget. Make sure to follow the guidelines and requirements of the funding source and include any required supporting materials.

	RECOMMENDATIONS
FUNDERS	• Ensure adequate funding for effective capacity strengthening in producing materials on a certain standard and based on a longer time frame. • Explore country-based pooled funds and /or joint programs for capacity strengthening. • Promote greater NNGO sustainability through multi-annual funding, fundraising support & equitable overheads
L/NNGOS	• Advocate for coordinated capacity support based on accurate assessment of needs. • Support emerging NNGOs to strengthen their capacity and access the support available. • Advocate for CS materials relevant to the needs and the trainings

6.3 Capacity Strengthening as a Secondary Outcome

Although this framework focuses on CS as a direct and intentional effort, we should also acknowledge that a considerable portion of organizational improvement and sustainability comes as a secondary outcome from other types of resources and support.

For example, when a funder provides long-term flexible funding for a separate project, it allows the L/NNGO to allocate resources towards core costs such as salaries of senior management or liabilities such as office and vehicle rentals. Resources for core costs allow the retention of human capital and therefore technical capacity and organizational practices tied to it while the resources for material costs reduce budgetary burdens to a) allocate more funds towards human resources b) facilitate scaling up and physical presence c) reduce monetary loss of value from recurrent procurement and sale of similar assets.

	RECOMMENDATIONS
FUNDERS	• Exercise awareness of potential CS from other types of support and seek to monitor and measure it.
L/NNGOS	• Advocate for funding and support to be inclusive of indirect CS outcomes.

7. Monitoring and Evaluation

7.1 Common Reporting Frameworks

At a national level, stakeholders need to agree on a common reporting mechanism for CS initiatives. A similar initiative that is gaining traction among the humanitarian community is the 8+3 format5 and in a tailored version, can be used for CS.

Monitoring and Evaluation Frameworks for CS support are usually lacking in breadth and rely on subjective factors. KPIs and ITTs are seldom applied. Common reporting frameworks are tools that are used to standardise the way that information about capacity strengthening efforts is collected and reported. These frameworks typically outline the key indicators or data points that should be tracked and reported and may include guidelines or templates for collecting and presenting the information.

There are several common reporting frameworks that are used to report on capacity strengthening efforts for civil society organisations, including:

- Logical Framework Approach: The Logical Framework Approach (LFA) is a tool that is used to plan and evaluate development projects, including capacity building efforts. The LFA outlines the goals, objectives, activities, and outputs of the project, and includes a set of indicators to measure progress and success.
- Results-Based Management: Results-Based Management (RBM) is a management approach that focuses on achieving specific results and outcomes. In the context of capacity building, RBM involves setting clear goals and targets, and tracking and reporting on progress towards these goals.
- Theory of Change: A Theory of Change is a tool that outlines the causal relationships between the activities and outcomes of a program or intervention. It can be used to identify the key assumptions and indicators that need to be tracked in order to measure the impact of a capacity building effort.

By using a common reporting framework, organizations can ensure that information about their capacity building efforts is collected and reported in a consistent and transparent manner, which can be helpful for evaluating the effectiveness of the efforts and sharing lessons learned with others.

Logical framework Approach	Results-based Management	Theory of Change
The Logical Framework Approach (LFA) is a tool that is commonly used to plan and evaluate development projects, including capacity strengthening efforts for civil society organisations. It is a systematic and structured approach that helps organisations to define and articulate their goals, objectives, and expected results, as well as the activities and resources needed to achieve them. The LFA is based on the following four elements: 1. Goals: The overall goal of the project, which should be clearly defined and measurable. 2. Objectives: The specific, intermediate outcomes that are expected to be achieved as a result of the project. 3. Activities: The specific actions or interventions that will be carried out to achieve the objectives. 4. Outputs: The immediate products or results of the project, such as training sessions conducted, or resources distributed. The LFA also includes a set of indicators that are used to measure progress and success, as well as assumptions about the external factors that may impact the project. By using the LFA, organisations can create a clear and structured plan for their capacity strengthening efforts, and track and report on their progress and impact.	Results-Based Management (RBM) is a management approach that focuses on achieving specific results and outcomes. It is based on the idea that organisations should be held accountable for the results of their efforts, and that resources should be allocated and used in a way that maximises the achievement of these results. In the context of CS for civil society organisations, RBM involves setting clear goals and targets for the CS efforts and tracking and reporting on progress towards these goals. This can involve establishing indicators and benchmarks to measure progress, as well as collecting and analysing data on the results and outcomes of the CS efforts. RBM can be an effective approach to CS because it helps to ensure that the efforts are focused and have a clear impact, and it provides a means of evaluating the effectiveness of the efforts. By tracking and reporting on progress towards specific goals and targets, organisations can identify areas where additional support or resources may be needed and can also demonstrate the impact and value of the CS efforts to funders and other stakeholders.	A Theory of Change is a tool that outlines the causal relationships between the activities and outcomes of a program or intervention. It is based on the idea that by carrying out certain activities or interventions, it is possible to bring about specific changes or outcomes. In the context of CS for civil society organisations, a Theory of Change can be used to identify the key assumptions and indicators that need to be tracked in order to measure the impact of the CS efforts. It can also be used to clarify the linkages between the activities and outcomes of the CS efforts, and to identify any potential barriers or challenges that may need to be addressed to achieve the desired outcomes. Developing a Theory of Change can be a useful exercise because it helps organisations to think through the logic and causality of their CS efforts, and to identify the key assumptions and indicators that will be used to measure the impact of the efforts. By using a Theory of Change, organisations can more clearly articulate the expected outcomes of their CS efforts, and track and report on progress towards these outcomes.

	RECOMMENDATIONS
FUNDERS	• Simplify reporting on CS initiatives to the needed information in a harmonized and simplified format • Adopt comprehensive monitoring and evaluation frameworks to objectively and concisely measure CS outcomes and impact • CS training materials production are compliant with national or international standards and accreditations
L/NNGOS	• Ensure the adoption of a comprehensive monitoring and evaluation framework for CS activities. • Allocate adequate internal and external resources to measure CS outcomes. • Advocate for extended funding and support to measure long-term outcomes of CS initiatives (when needed).

7.2 Outcomes vs. Outputs

Outcomes and outputs are both important to consider when evaluating the effectiveness of capacity strengthening efforts for civil society organisations.

Outputs refer to the immediate products or results of an intervention. In the context of capacity strengthening, outputs might include the number of training sessions conducted, the number of people trained, or the number of resources distributed.

Outcomes, on the other hand, refer to the longer-term impacts or changes that result from an intervention. In the context of capacity strengthening, outcomes might include improvements in the capacity and effectiveness of the target organisations, changes in the attitudes and behaviours of the people involved, or changes in the broader community or sector.

Capacity strengthening plans and monitoring and evaluation frameworks should carefully distinguish between what would be an output or an outcome of the CS support. While outputs are the direct deliverables of CS activities, outcomes reflect the success and long-term changes at the organisational level.

As an example, from the findings, after the completion of training, attendance and completion rates are captured as outputs while gained knowledge is used as an outcome. In this model, an increase in knowledge, when used as an outcome, gives a misleading impression that the training led to a sustainable change in knowledge while in fact, this gain is only momentary and is lost if not followed up on. For the reason of being temporary, increased knowledge should be treated as an output and the outcome of if it can be sustaining this knowledge after a specific time (six months and more) or the translation of this knowledge into practice and organisational systems.

Additionally, local and international organisations do not have a unified approach to impact measurement which is mostly informal. A long-term impact assessment becomes difficult when resources are not available. Even when core funds are present, they are usually allocated for other priorities. Participants agree that stronger systems for monitoring and evaluation of long-term impact are needed. Financial resources to carry out long-term assessments are seldom found but most funding for capacity strengthening is limited by one year at best.

One approach that is recommended by the NEAR framework6 is to consider thresholds of “Graduation” where indicators and evidence is used to consider a local organisation as graduated and therefore benefits from greater autonomy and responsibility.

7.3 Lessons Learned and Documentation

Lessons learned and documentation are important elements of capacity strengthening efforts for civil society organisations because they allow organisations to reflect on their experiences and identify areas for improvement. Documentation can also provide valuable information and insights for other organisations and stakeholders and can be used to advocate for support and resources.

To effectively document lessons learned and best practices from capacity strengthening efforts, organisations can follow these steps:

Identify key areas to document: Determine which aspects of the capacity building efforts are most important to document, such as successes, challenges, and lessons learned.

Gather relevant information: Gather relevant information about the capacity building efforts, including data and results, as well as stories and perspectives from the people involved.

Analyze and synthesize the information: Analyze and synthesize the information to identify key themes and trends, and to draw out key lessons and best practices.

Share the information: Share the information with relevant stakeholders, such as the target organizations, funders, and other interested parties. This could involve publishing a report or sharing the information through social media or other communication channels.

Use the information to inform future efforts: Use the lessons learned and best practices identified through the documentation process to inform and improve future capacity building efforts.

By documenting lessons learned and best practices from capacity strengthening efforts, organisations can improve the effectiveness and sustainability of their efforts and share valuable knowledge with others.

Local actors should learn how to showcase their success stories in organisational development to other stakeholders. By doing so, these stories can be used as case studies and reference points for relevant CS initiatives. Documentation does not necessarily entail successes, but it is equally essential to document failures in CS outcomes so that stakeholders develop corrective actions to mitigate similar shortcomings in future CS initiatives.

A big part of the responsibility lies on the L/NNGOs to document and share these lessons learned. CS is a learning process by itself, and continuously evolves and adapts to changing dynamics, for which L/NNGOs need to ensure organisational commitment. L/NNGOs should ensure the gained knowledge is disseminated to all relevant staff members and stakeholders and included in the induction plans of new hires. They should find creative ways to ensure senior management buy-in and a positive trickle-down effect.

	RECOMMENDATIONS
FUNDERS	• Document lessons learned from CS initiatives. • When possible, carry out independent evaluations of CS interventions to derive recommendations and improvements.
L/NNGOS	• Document lessons learned from CS initiatives. • Develop organizational recommendations to improve future CS endeavors.

7.4 Accountability Towards the Affected Population

Findings indicate that Accountability Towards the Affected Population (AAP) is seldom considered when applying CS initiatives. Concerned stakeholders should create systems and benchmarks to reconcile CSPs and activities with the needs and priorities of concerned populations.

There are several ways to include accountability to affected populations in capacity strengthening efforts for civil society organisations:

Involve affected populations in the design and planning of the capacity building efforts: Involving affected populations in the planning process can help to ensure that the efforts are relevant and responsive to their needs and priorities. This can involve consulting with affected populations to gather input and feedback or involving directly them in decision-making processes.

Use participatory evaluation methods: Participatory evaluation methods involve involving affected populations in the evaluation of the capacity building efforts. This can help to ensure that the evaluation is relevant and meaningful to the populations being served and can also help to build their capacity to evaluate and monitor the efforts themselves.

Establish clear and transparent communication channels: It is important to establish clear and transparent communication channels with affected populations thus ensuring that they are aware of the capacity building efforts and can provide input and feedback. This could involve setting up regular meetings or using social media or other communication platforms to share updates and gather feedback.

Incorporate accountability mechanisms: Incorporating accountability mechanisms, such as regular reporting or feedback loops, can help to ensure that the capacity building efforts are accountable to affected populations and responsive to their needs.

Foster a culture of accountability: Fostering a culture of accountability within the target organizations can help to ensure that they are responsive to the needs and priorities of affected populations. This can involve providing training on accountability and participatory approaches and establishing clear expectations and guidelines for accountable behavior.

	RECOMMENDATIONS
FUNDERS	• Ensure the adoption of AAP mechanisms with an adaptive approach to CS that takes into consideration the inputs and needs of the affected population.
L/NNGOS	• Develop and implement AAP mechanisms with an adaptive approach to CS that takes into consideration the inputs and needs of the affected population.

8. Sustainability

8.1 Foster a culture of continuous learning and improvement.

Encouraging a culture of continuous learning and improvement within the target organisations can help to ensure that they are able to adapt and evolve over time. This could involve providing ongoing training and support, as well as encouraging a mindset of learning and experimentation.

	RECOMMENDATIONS
FUNDERS	• Provide ongoing training and support to target organizations to encourage a culture of continuous learning and improvement. • Encourage a mindset of learning and experimentation within target organizations to help them adapt and evolve over time.
L/NNGOS	• Consider implementing a continuous learning and improvement program within your organization. • Foster a culture of learning and experimentation within your organization through regular training sessions and supportive resources.

8.2 Establish clear and measurable goals.

Establishing clear and measurable goals is a crucial step in ensuring the sustainability of capacity strengthening efforts for civil society organisations. By setting clear goals, CSOs can focus their efforts and resources on specific areas of need or improvement. This can help to ensure that the capacity strengthening efforts are targeted and have a clear and measurable impact.

Measurable goals are important because they allow organisations to track progress and determine whether the capacity strengthening efforts are having the desired effect. This can help to identify areas where additional support or resources may be needed and can also provide evidence of the impact of the capacity strengthening efforts, which can be useful in advocacy and fundraising efforts.

Establishing a baseline against which progress can be measured is also important because it allows organisations to track changes over time and determine whether the capacity strengthening efforts are having a sustained impact. This can be especially important in the long term, as it can help to ensure that the improvements are maintained and that the organisations are able to adapt and evolve over time.

	RECOMMENDATIONS
All	• Set clear and measurable goals for CS efforts to ensure their sustainability and focus. • Use measurable goals to track progress and determine the impact of CS efforts. • Identify areas where additional support or resources may be needed based on progress tracking. • Use evidence of the impact of CS efforts in advocacy and fundraising efforts. Establish a baseline to track changes over time and ensure sustained impact of CS efforts. • Use tracking data to determine whether improvements are maintained, and organisations are able to adapt and evolve over time.

8.3 Incorporate sustainability planning into the design and implementation of the CS efforts.

Incorporating sustainability planning into the design and implementation of capacity strengthening efforts can help to ensure that the changes and improvements are sustainable over the long-term. This involves anticipating potential challenges and developing strategies to address them, as well as strengthening the capacity of the target organisations to manage and maintain the changes.

To incorporate sustainability planning, organisations can follow these steps:

Identify potential challenges: Identify potential challenges that may arise during or after the capacity strengthening efforts, such as funding cuts, changes in leadership, or shifts in the political or social environment.

Develop strategies to address these challenges: Develop strategies to address these challenges and ensure the sustainability of the capacity strengthening efforts. This could involve strengthening the capacity of the target organisations to adapt and respond to change, establishing partnerships or networks for support, or developing contingency plans to address unexpected challenges.

By incorporating sustainability planning into the design and implementation of the capacity strengthening efforts, organisations can increase the chances that the changes and improvements will be sustained over the long-term.

	RECOMMENDATIONS
All	• Include sustainability planning in the design and implementation of CS efforts to ensure long-term sustainability. • Anticipate potential challenges and develop strategies to address them. • Strengthen the capacity of target organisations to manage and maintain changes. • Identify potential challenges that may arise during or after CS efforts. • Establish partnerships or networks for support and develop contingency plans to address unexpected challenges. • Increase the chances of sustained improvements by incorporating sustainability planning into the design and implementation of CS efforts.

8.4 Developing Capacity vs. Maintaining Capacity

It is essential to recognise that developing capacities is different from maintaining them. L/NNGOs are continuously subject to changes, from turnover and loss of human resources, contextual shifts, downsizing or scaling up, and funding uncertainties.

Findings indicate that at best, funders and L/NNGOs attempt to achieve capacity development with time-bound indicators and outcomes without futureproofing developed capacities. Attention should be paid to maintaining capacities even through all these challenges and changes. Matters like financial sustainability require resources to maintain capacities, and subsequent additional capacity development should be taken into consideration and accounted for in future funding and initiatives.

One example of maintaining capacities would be to translate the retention into subsequent strategies and annual plans all the while ensuring the allocation of human and material resources for it. Another example would be to ensure the CS processes are carefully documented in a centralised archive within the organisation, coupled with the proper filing of material, minutes, reports, and lessons learned.

Another challenge is staff commitment. Team members, from both funders and L/NNGOs, tend to focus on other priorities as well. It is quite difficult to move from the theoretical to the practical, especially in the culture of local CSOs. Behaviour change should be a priority for CS interventions, and it should be measured through a long-term approach. Furthermore, funders should show a clear intention to adopt an advisory, backstopping, or secondary role once adequate capacity exists. Partner 'graduation' strategies are key to achieving this.
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One key finding shows that individuals tend to leave from L/NNGOs to international actors once they receive adequate training and knowledge building. International stakeholders need to implement ethical recruitment and Do no Harm practices to mitigate L/NNGOs' loss of human resources and brain drains.

	RECOMMENDATIONS
FUNDERS	• Acknowledge the difference between developing and retaining capacities and allocate resources for the latter. • Implement ethical recruitment and Do no Harm practices to avoid brain-drain of L/NNGOs.
L/NNGOS	• Allocate internal resources to retain gained capacities.

8.5 Focus on Scalability and Ripple Effects

Scalability refers to the ability of a program or initiative to be expanded or replicated in other contexts, while ripple effects refer to the indirect or unintended impacts of an intervention. In the context of capacity strengthening for civil society, scalability and ripple effects are important considerations because they can help to maximise the impact and sustainability of the capacity strengthening efforts.

To achieve scalability, it is important to design capacity strengthening programs and initiatives in a way that allows them to be easily adapted and replicated in other contexts. This may involve using flexible and adaptable frameworks or approaches and building in mechanisms for sharing knowledge and resources.

Ripple effects can be both positive and negative, and it is important to consider both when designing and implementing capacity strengthening efforts. Positive ripple effects might include increased capacity and effectiveness of the target organisations, as well as indirect impacts on the broader community or sector. Negative ripple effects might include unintended consequences or negative impacts on other organisations or stakeholders. By considering both scalability and ripple effects, organisations can work to maximise the positive impacts of their capacity strengthening efforts and minimise any negative impacts.

Local CSOs should learn how to network with each other efficiently, holding each other accountable and operating transparently among each other. CSOs in such networks can voice their needs and demands, and advocate and push certain agendas of common interest with funders.

9. Coordination of CS Support

8.1 Foster a culture of continuous learning and improvement.

Interagency coordination of capacity strengthening for civil society refers to the collaboration between different government agencies, as well as other organisations such as international development agencies, to support the capacity strengthening efforts of civil society organisations. This can involve coordinating resources, sharing expertise and knowledge, and working together to develop and implement capacity strengthening programs and initiatives. Interagency coordination can be beneficial because it allows different organisations to leverage their respective strengths and resources in order to more effectively support the capacity strengthening efforts of CSOs. It can also help to avoid duplication of efforts and ensure that capacity strengthening efforts are aligned with broader development goals and priorities. To be effective, interagency coordination of capacity strengthening for civil society should involve active collaboration and communication between all the involved organisations.

Findings from surveys and FGDs indicate that CS tends to be bilateral with minimal coordination and complementarity. Stakeholders should seek to pilot joint approaches to strengthening the capacity of local actors. Where possible, stakeholders need to coordinate with others who are interested in strengthening the capacity of the same L/NNGOs. This can be done through joint assessments, CSPs, and resource allocation.

Some of the ways to facilitate interagency coordination of capacity strengthening for civil society:

9.1. Establish clear communication channels and protocols.

It is important to have clear and regular communication between the different organisations involved in the capacity strengthening efforts, to ensure that everyone is on the same page and that there is no duplication of efforts. This could involve setting up regular meetings or conference calls or using project management software to track progress and share updates.

9.2. Develop a shared understanding of goals and priorities.

It is important that all organisations involved in the capacity strengthening efforts have a shared understanding of the goals and priorities of the project. This can help to ensure that everyone is working towards the same objectives and that resources are being used effectively.

9.3. Identify and leverage each organisation›s strengths.

Each organisation involved in the capacity strengthening efforts may have different strengths and resources that they can bring to the table. It is important to identify these strengths and leverage them to maximise the impact of the capacity strengthening efforts.

9.4. Encourage collaboration and information sharing.

Encourage the organisations involved in the capacity strengthening efforts to collaborate and share information and resources with one another. This can help to build trust and foster a sense of teamwork.

9.5. Establish clear roles and responsibilities.

It is important to clearly define the roles and responsibilities of each organisation involved in the capacity strengthening efforts, to ensure that everyone knows what is expected of them and that there is no overlap or confusion.

Additionally, actors can take advantage of peer-to-peer support, two-way twinning, and other modalities to reinforce the collective action towards capacity strengthening. By doing so, international and local actors will ensure capacity strengthening results are cumulative and complementary.

10. Capacity Sharing as a Two-way Street

Capacity sharing is the process of sharing knowledge, skills, resources, and other assets between organisations in order to strengthen capacity and improve the effectiveness of both organisations. It can be a two-way street, meaning that both organisations involved in the capacity sharing partnership can benefit from the exchange of resources and knowledge. This can involve one organisation sharing its expertise and resources with another organisation that is looking to strengthen its capacity in a particular area, or it can involve both organisations sharing their resources and knowledge to achieve a common goal. Capacity sharing partnerships can be beneficial because they allow organisations to learn from each other, pool resources and expertise, and achieve more together than they could on their own. They can also help to build relationships and trust between organisations, which can be valuable on the long-term.

International actors can benefit from the existing capacity that L/NNGOs demonstrate as a learning opportunity for themselves. It is critical to acknowledge that capacity strengthening can also be provided by the local to the international. By collectively doing so, we will be no longer undermining local capacities and truly envisioning local actors as players that can take on leadership roles especially in the capacity strengthening component of the localisation agenda.

	RECOMMENDATIONS
All	• Engage in capacity sharing partnerships to strengthen capacity and improve effectiveness of both organisations. • Share knowledge, skills, resources, and other assets between organisations in a two-way exchange. • Pool resources and expertise and achieve more together than can be achieved alone. • Build relationships and trust between organisations through capacity sharing partnerships. • Acknowledge the existing capacity of L/NNGOs and use them as a learning opportunity for international actors. • View local actors as capable of taking on leadership roles in capacity strengthening efforts, especially as part of the localisation agenda. • Avoid undermining local capacities and instead empower local actors to take on leadership roles in capacity strengthening efforts.

Conclusion

Capacity strengthening is important for civil society organisations because it helps them to be more effective in their work. It can involve providing training and resources to staff, improving organisational systems and processes, and developing the skills and knowledge of the organisation›s members. By strengthening capacity, CSOs can better achieve their goals and have a greater impact in their communities. Additionally, capacity strengthening can help organisations to be more sustainable in the long-term, as they are better equipped to adapt to changes and challenges.

Adding a localisation element to capacity strengthening is important because it helps to ensure that the capacity strengthening efforts are tailored to the specific needs and contexts of the organisation and its community. This can involve working with local partners to develop capacity strengthening programs and initiatives that are relevant and applicable to the local context. Localisation can also include involving local community members and stakeholders in the design and implementation of capacity strengthening efforts, as their input and perspectives can be valuable in ensuring that the efforts are effective and meaningful to the community. By incorporating a localisation element, capacity strengthening efforts can be more successful in helping organisations to strengthen their capacity and have a greater impact in their communities.

Mandate as the Main Driver of Capacity Strengthening and Organisational Development.	Ensure the development and adoption of missions and visions for target L/NNGOs, were missing, as a key priority component of CS initiatives. Where they exist, ensure mandates, visions, and missions are a reference point for the development of CS initiatives.	Ensure having a vision and a mission as a reference for any CS initiative they benefit from. Advocate with funders (or internally when using own funds) to prioritise mandate as an initial capacity strengthening initiative when the two are missing. Ensure CS is integrated into their vision or mission, so L/NNGOs' culture is oriented around it and benefits from it across all its departments continuously.
Indirect Impact of Selection Processes	Continuously advocate for stand-alone or integrated CS funding. Implement Do No Harm practices in the identification and selection of L/NNGOs so that local groups are not alienated and for CS provided to partnered L/NNGOs is not only tied to the implementation of other projects.	Continuously advocate for stand-alone and integrated CS funding when partnering with funders. Document and share CS progress based on a CS action plan (Thematic and organisation development progress)
Re-examining Selection Criteria	Ensure selection criteria are not biased against L/NNGOs with limited capacity and ensure these criteria highlight added values and potential timely improvement in capacity through initial CS support. Do not disqualify small CSOs for lack of capacity but enhance their capabilities on the long term.	Ensure proper presentation of capacities and added values when applying for partnerships.
Feedback on applications and proposals	Share feedback on applications in a constructive manner	Actively seek feedback from funders on applications & proposals
Adoption of Common Assessments	Implement practices to avoid repetition and redundancy in capacity assessments. Apply measures to adopt capacity assessments implemented by other organisations. Consider third-party certificates and independent assessments. Ensure OCAs are tailored to the size, type, and capacities of L/NNGOs. Consider alternatives to capacity assessments such as the organic human-centred iterative approach where feasible. Provide an atmosphere of transparency and trust where L/NNGOs can share all their gaps in capacity without fearing repercussions in funding and partnership.	Advocate with funders for the adoption of L/NNGO-owned capacity assessment or the sharing of assessments carried out by other funders. Seek independent third-party providers to objectively assess the capacities of the L/NNGO. Document all the capacity assessments are done and their progress
Capacity Assessment vs. Risk and Partnership Assessment	Distinguish between organisational capacity assessments and risk and partnership assessments and ensure their approaches, terminologies, and purposes are tailored to each.	Advocate for organisational assessments beyond the risk and partnership assessments linked to specific projects and fundings and ensure non-project-related priorities have adequate CS resources and are prioritised accordingly. Do not rely on partnerships with funders to initiate capacity assessments and when available, seek to use internal resources for the assessments. Transparently include other actors and their funding for your CS support in your CS plans.
Capacity Strengthening Plan	Consider different and integrated modalities to provide CS support. Ensure complementarity of provided services. Ensure planning for impact at the individual and institutional level. Plan for measures that guarantee retention and sustainability. Ensure the inclusion of all relevant departments and employees in the development of the CS plan. Ensure support is provided for CS plans at different levels of change: knowledge, policy, practice, and organisational.	Advocate for priorities beyond the specific partnership. Refer to mandate to ensure plans are in line with organisational priorities. Ensure the ownership and validation of the CS plan at a senior level within the organisation. Ensure CS plans cover different levels of change: knowledge, policy, practice, and organisational.
Resource Allocation	Assign one or multiple focal points from your organisation to follow up on the CS plan. Allocate as much budget and financial resources as possible towards CS support. Allocate levels of effort and time for each CS activity and highlight them in the CS plan and available resources to ensure commitment and follow-up.	Assign one or multiple focal points from your organisation to follow up on the CS plan. Ensure budgets and financial requirements are clearly outlined for each CS initiative. Develop an organisational budget for CS plans and activities and allocate available funding accordingly. Highlight the level of effort and time required by each concerned employee or team so that they plan accordingly and can implement CS activities without compromising competing priorities.
Focus on Humanitarian Principles and Access	Ensure the CS plan contains resources to mitigate contextual and reputational challenges of access and adhere to humanitarian principles	Document and reflect on challenges in adhering to humanitarian principles and access. Ensure humanitarian principles and access are part of your strategy and subsequently CS plans.
Capacity strengthening for capacity assessments and plans	Include organisational capacity assessment as a priority in their CS support towards L/NNGOs	Advocate for resources to strengthen own capacity in organisational assessment, development of CS plans, implementation, and M&E of CS initiatives. Routinely carry out organisational assessments and mobilise resources for CS without exclusive reliance on external stakeholders and partners.

Access to trainers and material	Adopt careful selection of trainers by considering criteria of local context knowledge. Rely on local experts when available as part of the localisation and empowerment of local expertise. extensively include service providers in the planning and preparation of CS activities. Criteria for training materials and programs should be set for a minimum standard Ensure CS training materials production are compliant with national or international standards and accreditations	Advocate for inclusion in the preparation of CS support including input on the provided material. Ensure CS training materials production are compliant with national or international standards and accreditations
Capacity Strengthening and Funding	Ensure adequate funding for effective capacity strengthening. Explore country-based pooled fund and / or joint programs for capacity strengthening. Promote greater NNGO sustainability through multi-annual funding, fundraising support & equitable overheads	Advocate for coordinated capacity support based on accurate assessment of needs. Support emerging NNGOs to strengthen their capacity and access the support available. Advocate for CS materials relevant to the needs and the trainings
Capacity Strengthening as a secondary outcome	Exercise awareness of potential CS from other types of support and seek to monitor and measure it.	Advocate for funding and support to be inclusive of indirect CS outcomes.
Common Reporting Frameworks	Simplify reporting on CS initiatives to the needed information in a harmonised and simplified format. Adopt comprehensive monitoring and evaluation frameworks to objectively and concisely measure CS outcomes and impact	Ensure the adoption of a comprehensive monitoring and evaluation framework for CS activities. Allocate adequate internal and external resources to measure CS outcomes. Advocate for extended funding and support to measure long-term outcomes of CS initiatives (when needed).
Common Reporting Frameworks	Simplify reporting on CS initiatives to the needed information in a harmonised and simplified format. Adopt comprehensive monitoring and evaluation frameworks to objectively and concisely measure CS outcomes and impact	Ensure the adoption of a comprehensive monitoring and evaluation framework for CS activities. Allocate adequate internal and external resources to measure CS outcomes. Advocate for extended funding and support to measure long-term outcomes of CS initiatives (when needed).
Outcomes vs. Outputs	Allocate resources to measure the long-term organisational impact of CS.	Allocate resources to measure the long-term organisational impact of CS.
Lessons Learned and Documentation	Document lessons learned from CS initiatives When possible, carry out independent evaluations of CS interventions to derive recommendations and improvements.	Document lessons learned from CS initiatives. Develop organisational recommendations to improve future CS endeavours.
Accountability Towards Affected Population	Ensure the adoption of AAP mechanisms with an adaptive approach to CS that takes into consideration the inputs and needs of the affected population.	Develop and implement AAP mechanisms with an adaptive approach to CS that takes into consideration the inputs and needs of the affected population.
Foster a culture of continuous learning and improvement.	Provide ongoing training and support to target organisations to encourage a culture of continuous learning and improvement. Encourage a mindset of learning and experimentation within target organisations to help them adapt and evolve over time.	Consider implementing a continuous learning and improvement program within your organisation. Foster a culture of learning and experimentation within your organisation through regular training sessions and supportive resources.
Establish clear and measurable goals.	Set clear and measurable goals for CS efforts to ensure their sustainability and focus. Use measurable goals to track progress and determine the impact of CS efforts. Identify areas where additional support or resources may be needed based on progress tracking. Use evidence of the impact of CS efforts in advocacy and fundraising efforts. Establish a baseline to track changes over time and ensure sustained impact of CS efforts. Use tracking data to determine whether improvements are maintained, and organisations are able to adapt and evolve over time.	
Incorporate sustainability planning into the design and implementation of the CS efforts.	Include sustainability planning in the design and implementation of CS efforts to ensure long-term sustainability. Anticipate potential challenges and develop strategies to address them. Strengthen the capacity of target organisations to manage and maintain changes. Identify potential challenges that may arise during or after CS efforts. Establish partnerships or networks for support and develop contingency plans to address unexpected challenges. Increase the chances of sustained improvements by incorporating sustainability planning into the design and implementation of CS efforts.	
Developing Capacity vs. Maintaining Capacity	Acknowledge the difference between developing and retaining capacities and allocate resources for the latter. Implement ethical recruitment and Do no Harm practices to avoid brain-drain of L/NNGOs.	Allocate internal resources to retain gained capacities.
Capacity Sharing as a Two-way Street	Engage in capacity sharing partnerships to strengthen capacity and improve effectiveness of both organisations. Share knowledge, skills, resources, and other assets between organisations in a two-way exchange. Pool resources and expertise and achieve more together than can be achieved alone. Build relationships and trust between organisations through capacity sharing partnerships. Acknowledge the existing capacity of L/NNGOs and use them as a learning opportunity for international actors. View local actors as capable of taking on leadership roles in capacity strengthening efforts, especially as part of the localisation agenda. Avoid undermining local capacities and instead empower local actors to take on leadership roles in capacity strengthening efforts.	

1

Mandate as a Main Driver of Capacity Strengthening and Organisational Development

2

Identification and Selection of L/NNGOs

- Indirect Impact of Selection Processes
- Re-examining Selection Criteria
- Feedback on applications and proposals

3

Processes for CS

- The Systematic and Comprehensive
- Process The Singular CS Support
- The Flexible and Broad Support

4

Conceptualisation and Design

- Adoption of Common Assessments
- Capacity Assessment vs. Risk and Partnership Assessment

5

Capacity Strengthening Plan (CSP)

- Developing the CSP
- Resource Allocation
- Focus on Humanitarian Principles and Access
- Capacity strengthening for capacity assessments and plans

6

Implementation

- Access to CS Experts and Material
- Other CS Modalities
- Capacity Strengthening and Funding
- Capacity Strengthening as a Secondary Outcome.

7

Monitoring and Evaluation

- Common Reporting Frameworks
- Outcomes vs. Outputs
- Lessons Learned and Documentation
- Accountability Towards the Affected Population

8

Sustainability

- Foster a culture of continuous learning and improvement
- Establish clear and measurable goals.
- Incorporate sustainability planning into the design and implementation of the CS efforts
- Developing Capacity vs. Maintaining Capacity
- Focus on Scalability and Ripple Effects

9

Coordination of CS Support

10

Capacity Sharing as a Two-way Street

COMPONENT 2

PARTNERSHIP PRINCIPLES

Introduction

The Partnership Principles component of the Localisation Framework is a structured document that outlines existing practices and recommendations for localisation efforts. It is meant to be flexible, allowing each stakeholder to decide on the role they can play and the recommendations they can adopt based on their scope, capacity, and opportunities. The Localisation Partnership Principles Canvas, which is included at the end of this document, is intended to be a helpful guide for stakeholders to use in identifying which recommendations are relevant to their particular situation.

Methodology

In 2022, The LTF undertook a comprehensive and inclusive process to collect baseline data on the application of partnership principles across local and international actors in Lebanon. This process included surveys, KIIs, co-creation, and validation workshops.

Surveys

A quantitative and qualitative assessment of the five key principles of partnership (Equality, Complementarity, Transparency, Results-Oriented Partnerships, and Responsibility) was conducted in the form of a series of surveys tailored for each type of stakeholder (International Organisations and UN agencies, Institutional Donors, and L/NNGOs).

The survey for each stakeholder had six sections:

- General Findings on Partnership:
  Number of partnerships, types of contractual modalities, objectives, geographical coverage.
- Equality: frequency of application of different equality practices, existing best practices, and recommendations
- Complementarity:
  Frequency of application of different complementarity practices, existing best practices, and recommendations
- Transparency: frequency of application of different transparency practices, existing best practices, and recommendations
- Results-Oriented Partnerships:
  Frequency of application of different results-oriented practices, existing best practices, and recommendations
- Responsibility:
  Frequency of application of different responsibility practices, existing best practices, and recommendations
- Others: requirements imposed by partnerships, challenges, and recommendations.

Across all these sections, open-ended questions were raised to gather comprehensive information on challenges and opportunities faced by the concerned stakeholders, allowing us to gain an in-depth understanding of the varying dynamics of partnership principles that local and international actors practice or are subject to. The findings from the surveys are presented in the Findings Report – Partnership Principles Survey which can be obtained from the LTF upon request.

Key Informant Interviews

Eight key informant interviews were completed with organisations that filled in the surveys. These informants were selected based on the following criteria:

1) Survey responses indicated very low application of partnership principles. Some actors responded by never or rarely to the application of a lot of these principles and their actions.
2) Respondents showcased specific systems and practices that they adopt in their organisation and that we can refer to as good recommendations in the framework.
3) Respondents highlighted key insights such as variation based on donor, age of partnership, or type of project. It was useful to dive deeper into what are the factors in the age of the partnership that led to such variations, for example.

Co-creation Workshop

The findings from the surveys were presented to LTF members and referred to in the co-creation process. Each member was asked to review the findings report and add recommendations and insert its input into the first draft of this chapter.

Validation Workshop

The LTF sent out an invitation to all actors that filled in the surveys and 35 of them attended a validation workshop where initial recommendations were presented. Divided into groups, the attendees discussed in detail the respective recommendations and added notes on the level of endorsement, priority, and additional consideration on importance, relevance, and feasibility.

Action Plan for Producing the Capacity Strengthening Component of the National Localisation Framework	
Step 1 Design the Methodology & Conduct Stakeholder Mapping	Key Stakeholders: 1) Bilateral donors 2) International Implementers 3) Lebanese Intermediary Support Organizations (ISOs) (non-profit, for-profit, academia) 4) CSOs that train CBOs
Step 2 Identify and Conduct Online Surveys by Stakeholder Group	One comprehensive survey that captures the different pillars of the Partnership Principles, including multiple-option questions, scaled questions, and open ended ones.
Step 3 KIIs	KIIs with 10 stakeholders from donors, INGOs, and L/NNGOs to explore additional details on practices (or lack thereof), focusing on challenges, best practices, and opportunities.
Step 4 Co-Creation Workshop	Co-creation workshop with the Localisation Task Force to draft the national framework for Partnership Principles
Step 5 Validation Workshop	Draft the CS Framework and conduct a consultation workshop with key stakeholders to validate the findings and recommendations
Step 6 Finalize & Publish	Finalise draft, integrate into Localisation framework and disseminate as part of Shabake Localisation Framework

Dimensions of Partnership

Findings from the surveys and validation sessions indicated that Partnership should be approached from three dimensions: **principles, phases, and engagement modalities.**

1. Partnership Principles

The Partnership Principles component of the framework highlights five key principles that should be adopted across the different processes and recommendations. These principles stem from the Principles of Partnership Statement of Commitment.[7]

The Partnership Principles chapter refers to key recommendations and values that organisations and individuals working in the civil society sector in Lebanon can follow when working in collaboration with other organisations and stakeholders. These principles can vary depending on the specific context and goals of the partnership. Each concerned stakeholder should exercise critical introspection on how their individual and organisational culture implements these values in their engagement and communication with partners. Additionally, there is no single recommendation that is linked to only one partnership principle. It is the interlinkage of two or more of these principles that drive recommendations forward and ensure their implementation.

a. Equality

Equality requires mutual respect between the different members of the partnership irrespective of their size and power. The participants must respect each other's mandates, obligations and independence and recognise each other's constraints and commitments. Mutual respect must not preclude organisations from engaging in constructive dissent.

b. Complementarity

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organisations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

c. Transparency

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organisations.

d. Results-Oriented Partnership

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

e. Responsibility

Humanitarian organisations have an ethical obligation towards each other which is to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure that they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

[7] A Statement of Commitment Endorsed by the Global Humanitarian Platform, 12 July 2007. The Global Humanitarian Platform, created in July 2006, brings together UN and non-UN humanitarian organisations on an equal footing.

2. Partnership Phases

The phases of partnership follow a sequential order that entails identifying and setting up of partnerships, maintaining partnerships, and closing them.

3. Engagement Modalities

The modalities of engagement between partners include contractual, strategic, organisational assets, and relational. Findings from the surveys indicate that the relational component, at individual and organisational level, are the key drivers towards the success (or lack of) of partnerships. For this reason, most of the recommendations mentioned below pertain to the relational aspect and require a human-centred approach to partnerships.

Limitations

For the fact that the purpose of this framework is to elaborate on recommendations that can be applied to a broad range of partnerships, details pertaining to each and every single type of partnership are not adequately covered. Nevertheless, we hope that the general recommendations listed here are relevant enough to be applied to the broadest number of partnerships between organisations in Lebanon.

The recommendations listed here do not necessarily distinguish between local, national, and international actors but apply to all of them proportionately. We believe it is the responsibility of all actors in a partnership to fulfil these recommendations as they see fit.

Summary: Findings and Highlights

A) Types of Partnerships

It is evident that the most common contractual engagement between INGOs and local partners is through grants and subgrants (32%) that are based on a cost-reimbursable model. Partnership Framework agreements are the second most adopted contract type (26%).

Service agreements are only 8% of the adopted contracts, showcasing the shift INGOs are undertaken towards agreements that cater best for true partnership principles. It is also evident that International Actors are gradually diversifying their contracting modalities to suit the objectives and scale of the partnerships. Donors only reported adopting grants and contribution agreements (where the L/NNGO has to contribute a percentage of the funding).

From their side, L/NNGOs reported a similar trend of Grants and Subgrants dominating the contractual modality of partnerships (39%), followed by Service Contracts and MoUs

B) Objectives of Partnerships

Completing projects was the highest reported objective of partnerships with international actors, followed by capacity strengthening. It is worth noting that 58% of L/NNGOs reported capacity strengthening as one of the objectives of their partnerships. This objective overlaps 95% of the time with other objectives and is only reported 5% of the time as a standalone objective of partnerships.

Completing projects is the most adopted purpose of partnerships between International Actors and L/NNGOs in Lebanon (37%). Nevertheless, capacity strengthening is also reported with a high percentage (30%), showcasing a positive shift in the integration of capacity support between international and national actors. 71% of all agreements are coupled with capacity strengthening agreements which highlight INGOs inclination to include a CS component across most of their partnerships.

C) Equality

According to the International and donor respondents, aspects of equality mostly apply always or often across their partnerships with L/NNGOs. It is only when it comes to areas that might seem confrontational that we see a reduced frequency. For example, "never" and "sometimes" have the highest percentages when asked if partners perceive themselves equal to their INGO partners, if local partners are comfortable to raise concerns, or if their challenges and constraints are acknowledged.
From their side, L/NNGOs reported "Always" and "Never" less frequently and more for "Rarely" and "Never", for all the questions. This difference in perception among international and national/local actors indicates that while international actors perceive equality as more often applied in their partnerships, L/NNGOs see it less so.

L/NNGOs highlighted key factors that contribute to the frequency reported above. Most importantly, the size and age of the L/NNGOs, duration of the partnership, play a key role in the application of the concerned equality principles. Other factors included the L/NNGOs playing a role of "power" since the onset of the partnership.

Some examples of good practices that L/NNGOs adopt to promote equality in their partnerships include setting regular roundtables with their funders, attending sectorial meetings, careful selection of funders that align with their mandate and priorities, implementing or asking for an open-door policy, and adoption of non-contractual partnerships.

Furthermore, there is a worry that, even if you do raise alternative views or raise concerns regarding challenges faced when you are a small organisation, you will not be selected again for funding in future projects.

Some respondents mentioned that new partnerships are not as easy, especially with international donors, and that not all funders are flexible or listen to their partners; and even sometimes, they do not allow L/NNGOs to express their struggles or offer support to overcome some real challenges related to their organisational capacities and structures.

D) Complementarity

Among international organisations and donors, complementarity is reported to be mostly and often applied (93% of the time), while less frequent application is not reported. On the other hand, L/NNGOs reported that complementarity applied 27% of the time as "sometimes" and 10% of the time as "rarely" or "never".

These findings highlight a stark difference in perception across these actors. It seems collaboration and adhering to mandates of local partners is a challenge for local actors and this challenge is not necessarily observed by international actors.

E) Transparency

Similar to the first two partnership principles, transparency saw a higher frequency of application among international actors and donors than among L/NNGOs. The most striking difference is that of international actors sharing information on their resources and funding with L/NNGOs.

F) Results-Oriented Partnerships

While international organisations reported a high frequency of implementation of the results-oriented partnership principles, donors reported less so. As for L/NNGOs, they reported less frequency of application across all actions. Most strikingly including local partners in the development of strategies for donors and INGOs seems the least applied among all of them.

G) Responsibility

L/NNGOs reported less frequency of application of responsibility principles. Findings of lowest frequency include the availability of feedback channels for L/NNGOs to report and feedback on the application of partnership principles from international actors. The second least applied is the consideration for physical and mental risks of local partners staff members in the implementation of projects.

H) Others

L/NNGOs reported less frequency of application of aspects such as international actors recognising their partnerships in public, negotiating on terms of partnership agreements, long term partnerships, and most importantly, partnership requirements are deemed exigent and tedious. The requirements most deemed so are financial reporting, monitoring and evaluation, supporting documents, and procurement.

Contractual Strategic Equality Responsibility Relational Transparency Organizational Assets Results-oriented Complementarity

Recommendations

1. Identifying and Setting up Partnerships

1.1. Priority for Localisation

Partnership frameworks and modes of engagement should be built around the localisation agenda across its pillars of participation, advocacy, capacity sharing, coordination, funding, and partnership principles. Organisations can check national efforts towards localisation and align with them, build their own localisation strategy, and encourage their partners to do so.

1.2. Mandates of Partners

A mandate is a set of goals or objectives that an organisation has been established to achieve. When undergoing partnerships, parties should ask themselves the question «does the partner align or complement our mandate?» Are they the best actors for us to partner with? Beyond funding, what is the added value of the other party? The reality is that funding is the main driver of partnerships in Lebanon, but a conscious examination of other added values and commonalities will allow each party to manage their expectations and make rationale strategic decisions related to the partnership. A good first step would be to examine the commonalities and complementarities in mandate and mission.

It is important to take the mandates of organisations into consideration when partnering with them, as this can help to ensure that the partnership is aligned with the goals and priorities of both organisations. Here are a few steps you can take to consider the mandates of organisations when partnering with them:

- Research the organization: Look into itsmission, values, and goals of the organization to understand its mandate and what it is seeking to achieve.
- Clarify objectives: Clearly articulate the objectives of the partnership and how they align with the mandates of both organizations.
- Discuss expectations: Have an open and honest discussion about the expectations and goals of the partnership to ensure that both organizations are on the same page.
- Set clear roles and responsibilities: Clearly define the roles and responsibilities of each organization within the partnership to ensure that the partnership is functioning effectively and efficiently.

By taking these steps, you can ensure that the partnership aligns with the mandates of both organizations and is able to achieve its desired goals and objectives.

1.3. Strategy and Partnership

Parties planning to undergo partnerships should strive to engrain partnership principles, approaches, objectives, and ways of work in their strategies. The partnership component in the strategy should look at the rationale of working with partners, organisational adaptations to do so, added values, and a SWOT analysis of complementary strengths, weaknesses, opportunities, and threats.

Here are a few key considerations when it comes to developing a partnership strategy in the civil society sector:

Identify goals and objectives: Clearly articulate what you hope to achieve through the partnership and how it aligns with your overall strategy.

Evaluate potential partners: Research and assess potential partners to determine which ones align best with your goals and have the resources and capabilities to contribute to the partnership.

Consider the mandates of potential partners: Consider the goals and priorities of potential partners to ensure that the partnership is aligned with their mandates.

1.4. Team Capacity

Parties undergoing partnerships need to build the capacity of their teams, across all the relevant departments, in the components of Partnership. The concerned individuals should undergo a comprehensive capacity building program that covers the principles of partnerships, how to engage with partners, resolution of issues, responsible partnership, and accountability channels they can rely on. We also need to be aware that partnerships are a two-way street that requires readiness from all parties.

When partnering with civil society organizations (CSOs), it is important to consider the capacity of your team and the potential of your partner›s team. Capacity refers to the resources, skills, and abilities that an organization possesses to achieve its goals.

Here are a few things to consider when evaluating the capacity of your team and a potential partner›s team:

Staff skills and expertise: Assess the skills and expertise of your team and the potential partner›s team to determine if there are any gaps or areas where additional support may be needed.

Resource availability: Consider the resources available to your team and the potential partner›s team, such as funding, equipment, and infrastructure, to ensure that there are sufficient resources to support the partnership.

Organizational capacity: Evaluate the overall capacity of your organization and the potential partner›s organization to ensure that both can effectively contribute to and manage the partnership.

By taking these factors into account, you can ensure that both teams have the capacity to effectively participate in and manage the partnership.

1.5. Inductions and On-boarding

Team inductions can be an important part of preparing team members to effectively manage partnerships. Inductions are a process of introducing new team members to an organization and providing them with the necessary information and training to be able to successfully perform their roles. Concerned organizations should include partnership components in their induction and onboarding processes. Ideally, new joiners should sign a partnership policy that clearly articulates the ways of work and safeguarding when working with partners.

Here are a few things that can be included in a team induction to prepare team members to manage partnerships:

Overview of the organization: Provide new team members with an overview of the organization, including its mission, values, and goals.

Introduction to partnerships: Explain the importance of partnerships to the organization and provide an overview of the organization›s current partnerships and how they align with the organization›s goals.

Partnership management processes: Share the processes and procedures for managing partnerships, including communication and decision-making protocols.

Partnership management skills: Provide training on the skills and competencies needed to effectively manage partnerships, such as communication, negotiation, and conflict resolution.

By providing team members with this information and training, organizations can better prepare them to effectively manage partnerships.

1.6. Humanitarian Principles

Humanitarian Principles

Organizations are quite good at adhering to humanitarian principles with their own teams and projects. The same attention should be paid to working with partners, especially for humanitarian interventions. Parties should always ensure their requirements do not compromise the principles of humanity, impartiality, independence, and neutrality. They need to approach their partnership in a lens that carefully examines how their requirements adhere to or not to these principles and implement corrective measures. This is especially pertinent when parties undergo partnerships to transfer risk. For example, when an organization cannot access a certain location and relies on a local partner, they need to examine of the transferred risk undermines independence and impartiality when this local actor is accessing this location.

1.7. Planning Ahead

Planning is an important consideration when partnering with civil society organizations. Here are a few steps you can take to plan ahead when partnering with CSOs:

- Identify goals and objectives: Clearly articulate what you hope to achieve through the partnership and how it aligns with your overall strategy.
- Research potential partners: Research and assess potential CSO partners to determine which ones align best with your goals and have the resources and capabilities to contribute to the partnership.
- Negotiate and finalise the partnership: Once you have identified a potential partner, negotiate the terms of the partnership and finalise the agreement.
- Develop a partnership management plan: Create a plan for managing the partnership, including communication and decision-making protocols, roles and responsibilities, and plans for assessing and reviewing the partnership.
- Communicate with your partner: Establish clear communication channels with your partner to ensure that both organizations are on the same page and that the partnership is functioning effectively.

Many of the challenges in a partnership stem from a lack of proper planning and organisation. Ad hoc requests, short deadlines, and urgent requests can usually be mitigated through thorough planning, initial listing of requirements in a clear manner, kick-off meetings, and regular check-ins.

1.8. Inclusive Planning

Inclusive planning is a process involving a diverse range of stakeholders in the planning process to ensure that the resulting plans and decisions reflect the needs and priorities of all members of the community. This can be particularly important when partnering with civil society organizations (CSOs), as CSOs often work directly with marginalized or underserved communities and may have valuable insights and perspectives to contribute to the planning process.

The process to achieve an inclusive planning when partnering with CSOs:

- Partners, especially when engaged as implementers, should be included as early on as possible in the design phase of any project. Many of the challenges faced by implementing partners come from the root cause of imposed projects. Funders should develop a process that adequately includes partners during the inception phase.
- Identify stakeholders: Identify all the stakeholders who should be included in the planning process, including representatives from the community, government agencies, CSOs, and other relevant organizations.
- Engage stakeholders: Engage stakeholders in the planning process by providing them with information and actively seeking their input and feedback.
- Ensure representation: Ensure that the stakeholders who are involved in the planning process are representative of the broader community and that their diverse perspectives are considered.
- Communicate and involve: Keep stakeholders informed about the planning process and involve them in decision-making to ensure that their voices are heard, and their needs are taken into consideration.

By following these steps, you can ensure that the planning process is inclusive and reflects the needs and priorities of all stakeholders.

1.9. Equitable Decision Making

Funders should acknowledge that implementing partners should have equal decision-making power in areas pertaining to the relevant activities and constraints (budget, scope, time). From their side, implementing partners need to ensure they are consulted and more so, included in the decision-making process relevant to their interventions.

1.10. Sharing Rationale Behind Decisions

There are times when decisions cannot be made in an inclusive manner. It is essential to explain to partners why an inclusive process was not possible and more importantly to share the rationale behind the decision. For example, why we can›t extend a deadline or why is this document required or why was this activity designed that way.

1.11. Key Performance Indicators

Key performance indicators (KPIs) are metrics that are used to measure the performance and effectiveness of an organization or program. When partnering with civil society organizations (CSOs), it can be useful to establish KPIs to help assess the success of the partnership and identify areas for improvement.

Examples of KPIs that could be relevant when partnering with CSOs:

- **Outputs:** Measure the number of outputs produced as a result of the partnership, such as the number of people trained or the number of events organized.
- **Outcomes:** Track the outcomes of the partnership, such as changes in knowledge, attitudes, or behaviors among the target population.
- **Impact:** Measure the long-term impact of the partnership on the intended beneficiaries and the broader community.
- **Efficiency:** Assess the efficiency of the partnership by tracking the cost of the partnership and comparing it to the outputs and outcomes achieved.
- **Sustainability:** Evaluate the sustainability of the partnership by assessing whether the results of the partnership are likely to be long-lasting and whether the partnership is self-sustaining.

By tracking these and other relevant KPIs, organizations can better assess the performance and effectiveness of their partnerships with CSOs.

1.12. Key Partnership Indicators

Key partnership indicators should be differentiated from key performance indicators. While the latter focuses on the performance of different aspects of one partnership, the former focuses on the indicators that join different partnerships managed by one organisation. Organisations working in partnership with others can develop key partnership indicators. Those can stem from their strategy and can look at the number and percentage of partnerships, percentage of partnerships with satisfactory results, percentage of partnership issues resolved, percentage of portfolio implemented with partners, diversity of partners, etc.

Other examples include the timeliness of payments or signature of contracts, turn-around in the review of reports, adherence to deadlines, etc. By doing so, partners will be able to track potential issues and bottlenecks that hinder the effectiveness of the partnership, determine root causes, and resolve and improve accordingly.

1.13. Quantity vs. Quality

A high number of partners does not necessarily entail the respective organization is good at partnering with others. One organization can implement true partnership principles with one other partner while another one can face difficulties doing so with a dozen. More so, with additional partners comes a greater responsibility to continue to adapt internal organizational assets and culture to successfully manage a portfolio of partners.

1.14. Direct vs. With Partners

Organizations undergoing partnerships should first acknowledge that the systems, teams, and organizational assets they have in place for direct implementation do not necessarily align with the way of work of partnerships. Organizations should examine their internal capacities and resources and carefully re-orient for the benefits of partnerships. This can possibly entail the establishment of new units and departments (such as a partnership unit) or dividing their finance unit to one managing direct finances and one managing finances with partners.

There are pros and cons to both working directly with communities and working with civil society partners (CSOs). Few things to consider when deciding whether to work directly or with CSOs:

Expertise and experience: CSOs may have specific expertise and experience working with particular communities or on specific issues, which can be beneficial when it comes to implementing projects and achieving results.

Local knowledge and networks: CSOs may have local knowledge and established networks in the communities where they work, which can be helpful in building relationships and gaining trust.

Resource constraints: Working directly with communities may require more resources, such as staff and funding, as you may need to build relationships and establish systems from scratch. Working with CSOs can potentially be more efficient as they may already have these systems in place.

Sustainability: Working directly with communities can help to build their capacity and empower them to take ownership of development initiatives, which can lead to more sustainable results. However, this may take more time and resources.

Ultimately, the best approach will depend on the specific goals and needs of the organization and the resources and capabilities available. Both approaches have their advantages and can be effective in different contexts.

1.15. If we can do it, can they do it?

It is crucial to acknowledge that just because we can do it, does not necessarily mean our partners can do it. This is especially relevant for compliance requirements that international actors can usually meet more easily than local actors. Being aware of this difference in capacities and adapting partnership requirements accordingly is key to avoiding mismanagement and overwhelming local partners with requirements that risk being prioritized over actual implementation.

1.16. Selection of Partners

Careful selection of partners is key to the success of interventions and of the partnership itself. Selection parameters can include mandate and strategy alignment, capacity, access, previous experience, and historical engagement. Carefully selecting the right partner can mitigate many issues that would have materialised otherwise.

Selecting the right partner is an important consideration when developing a partnership. Here are a few steps you can take to identify and select CSO partners:

Identify your goals and priorities: Clearly articulate what you hope to achieve through the partnership and what your priorities are. This will help you identify potential partners which align with your goals and priorities.

Research potential partners: Look for partners that have experience and expertise in the areas that you are interested in, and assess their track record, resources, and capacity.

Consider the mandate of potential partners: Consider the goals and priorities of potential partners to ensure that the partnership is aligned with their mandate.

Communicate with potential partners: Have an open and honest discussion with potential partners about your goals and priorities and assess whether the partnership is a good fit.

Negotiate and finalise the partnership: Once you have identified a potential partner, negotiate the terms of the partnership and finalise the agreement.

By following these steps, you can effectively identify and select the right CSO partners for your organization.

1.17. Mitigating Conflicts of Interest and Nepotism

In its essence, a partnership is an interaction between humans from both sides of the partnership. A good relationship between two individuals does not necessarily reflect an objective successful relationship between the two partnering organisations. More so, individual relations might lead to conflict of interest when it leads to preferential treatment and nepotism when it leads to benefits based on relationships. It is essential for organisations to be aware of such practices and build systems and culture for collective decision-making and sharing of benefits (such as funding, expansions, etc.). Conflicts of interest and nepotism can be potential issues to consider when partnering with civil society organisations (CSOs).

Conflicts of interest occur when an individual or organisation has a personal or financial interest that could potentially influence their decision-making. Nepotism refers to favouritism towards friends or family members in hiring, promotion, or other decision-making processes.

Here are a few steps you can take to mitigate conflicts of interest and nepotism when partnering with CSOs:

Develop and implement policies: Establish policies and procedures to address conflicts of interest and nepotism, and make sure that all team members are aware of and understand these policies.

Train team members: Provide training to team members on how to identify and manage conflicts of interest and nepotism and encourage them to report any concerns.

Have an open and transparent process: Be open and transparent about the decision-making process and involve a diverse range of stakeholders in decision-making to ensure that all perspectives are considered.

Regularly review and assess: Regularly review and assess the partnership to identify any potential conflicts of interest or instances of nepotism and address them as needed.

By following these steps, you can help to mitigate conflicts of interest and nepotism and ensure that the partnership is fair and effective.

1.18. Managing Expectations

Sometimes, funders play a good role in listening and showing interest in the projects of local actors but never take the initiative to partner with them; they "talk the talk but do not walk the walk." Such a practice, although stemming from good intentions, can sometimes lead to fatigue and frustration among local actors that exercise efforts in showing their capacity and work without any support in return. Funders should carefully manage expectations from the start of the engagement and manage expectations of the efforts of local actors to the minimum necessary.

1.19. Something is better than nothing

In between having informal conversations with other actors and concrete partnerships, there is a place for action of goodwill where an organisation can provide a gesture of sharing assessments, small funding, capacity support, meetings, events, etc. Engagement with others does not have to be only through contractual partnerships especially when parties serve the same noble purposes and have in mind the benefit of the same affected populations.

1.20. Difference between small and big partners

Partnering with small and large civil society organisations can have its advantages and disadvantages. Here are a few key differences to consider:

Size and resources: Larger organisations may have more resources, such as funding, staff, and infrastructure, which can be beneficial when it comes to implementing projects and achieving goals. Smaller organisations may be more agile and able to adapt to change more quickly but may have more limited resources.

Reach and impact: Larger organisations may have a wider reach and be able to have a greater impact due to their size and resources. Smaller organisations may have a more focused and targeted approach but may not be able to reach as many people.

Relationship building: Partnering with small organisations may allow for more personalised and individualised relationships, as there may be fewer people involved. Larger organisations may have more formalised processes and procedures for partnership but may also have more established networks and relationships that can be leveraged.

Ultimately, the best partner for a given project or initiative will depend on the specific goals and needs of the organization and the resources and capabilities of the potential partner.

1.21. Partner vs. Service Provider

A partner is an organisation that works closely with another organisation to achieve shared goals and objectives. Partners often have a long-term relationship and may collaborate on a variety of initiatives.

A service provider is an organisation or individual that provides a specific service to another organisation or individual. Service providers are typically hired to perform a specific task or service, and the relationship is generally more transactional in nature.

Organisations should carefully select which modality, partners or service providers, is the best mode of engagement to accomplish the desired objectives. Sometimes, it is better to work with another actor as a service provider than to work with them as partners, and vice versa. The nature, duration, requirements, and limitations of the project should be the factors based on which each organisation decides.

Here are a few key differences between partners and service providers:

Relationship: Partnerships are typically long-term and involve a close, collaborative relationship. Service providers are typically hired on a more transactional basis to perform a specific service.

Collaboration: Partners often collaborate on a variety of initiatives and work closely together to achieve shared goals. Service providers generally provide a specific service and may not be involved in other aspects of the organisation's work.

Decision-making: Partners may be involved in decision-making and may have input on strategy and direction. Service providers generally follow the direction of the organisation they are working with and do not have input on decision-making.

Decision-making: Partners may be involved in decision-making and may have input on strategy and direction. Service providers generally follow the direction of the organisation they are working with and do not have input on decision-making.

Ultimately, whether an organisation is a partner or a service provider will depend on the nature of the relationship and the specific goals and objectives of the organisations involved.

1.22. Contractual Modalities

There are several different contractual modalities that can be used when establishing partnerships with civil society organisations. Here are a few common types of contractual modalities:

Grant: A grant is a financial award given to an organization to support a specific project or initiative. Grants may be given on a one-time basis or as part of a longer-term partnership.

Contract: A contract is a legally binding agreement between two organisations. Contracts can be used to outline the terms and conditions of a partnership, including the roles and responsibilities of each party and any financial arrangements.

Memorandum of Understanding (MOU): An MOU is a non-binding agreement between two organisations that outlines the terms and conditions of a partnership. MOUs are often used to establish a framework for future collaboration and do not have the same legal standing as a contract.

Collaborative agreement: A collaborative agreement is a legally binding agreement between two organisations that outlines the terms and conditions of a partnership and may include provisions for sharing resources and decision-making.

Which contractual modality is most appropriate will depend on the specific goals and needs of the partnership and the preferences of the organizations involved.

Organizations undergoing partnerships should carefully select the contractual modality through which they will engage the other party/ies. Grants and sub-grants, service contracts, collaborative agreements, MoUs, etc. are a few of many ways to do so. Each has its pros and cons and should be selected considering different parameters such as the compliance capacity of the other partner, scale and complexity of project, risk sharing, timeframe, quality controls, risks, and others.

1.23. Content of Agreements

Many partnership hurdles stem from contractual clauses that were either not fully understood by one of the parties or overlooked altogether. It is essential that the agreement clauses are reviewed, explained, and negotiated before signature. Funders should avoid using one agreement template with all their partners but strive to adapt clauses based on the capacity and limitations of each partner.

The content of a partnership agreement will depend on the specific goals and needs of the partnership and the preferences of the organisations involved. In general, however, partnership agreements should outline the following:

Purpose and goals of the partnership: The agreement should clearly articulate the purpose and goals of the partnership, including the specific outcomes that the partnership aims to achieve.

Roles and responsibilities: The agreement should outline the roles and responsibilities of each party, including who is responsible for which tasks and any decision-making protocols.

Financial arrangements: The agreement should outline any financial arrangements, including any funding that will be provided and any expenses that will be covered by the partnership.

Duration: The agreement should specify the duration of the partnership and any renewal or termination provisions.

Communication and reporting: The agreement should outline how the parties will communicate and share information, as well as any reporting requirements.

Dispute resolution: The agreement should include provisions for resolving any disputes that may arise during the partnership.

By including these elements, partnership agreements can help to ensure that the partnership is clear, effective, and sustainable.

1.24. Objectives Come First

Especially when it comes to funders, international actors need to be careful not to put compliance and requirements above the objectives of the partnership. The former can become a hurdle when not applied properly and should be adopted to meet the latter and not vice versa.

1.25. Accountability to affected population (AAP)

One important aspect of accountability in partnerships in the civil society sector in Lebanon is accountability to the affected population, or the individuals and communities who are directly impacted by the work of the partnership. This can include being transparent about the goals and objectives of the partnership, consulting with affected populations to ensure that their needs and priorities are being considered and being responsive to their feedback and concerns.

It can also involve regularly reporting on the progress and outcomes of the partnership and being open to criticism and learning from any mistakes that may occur. Ultimately, the goal of accountability to affected populations is to ensure that the partnership is having a positive impact on the communities it serves and is working in the best interests of those communities.

AAP comes first, even before partners. For this reason, it is critical that organisations are aware if partnerships are compromising AAP and applying corrective measures accordingly. For example, when a funder decides to preserve a partnership even when they are not the best at delivering or compromising accountability, they need to re-examine the added value of this partnership.

1.26. Room for Negotiations

Some partners adopt a «take it or leave it» approach where they do not give any room for the other party to negotiate. Sometime this is driven by the assumption that there is always another actor they can partner with and doing so aggravates the sense of negative competition and undermines the equitable role the other party can play in the partnership. The concerned parties should be aware when such a practice is being implemented and adopt inclusive processes that allow for inclusive and healthy decision-making.

1.27. Consortia vs. Vertical Contracting

In many cases, funders can seek to build consortia with partners instead of vertical contracting mechanisms. With proper advocacy towards primary donors, funders can establish a horizontal contractual arrangement with their partners through consortia for example. This will give partners equal power even in the contracting sense of it, better highlight roles and responsibility, and increase exposure and visibility. Funders should promote and invest in such partnership modalities and update internal policies and regulations to do so. It is also essential to invest in the organisational capacities of L/NNGOs to be able to successfully manoeuvre such modalities.

1.28. Acknowledging Power Dynamics

Power imbalances come naturally when you have a partner providing funds and another one receiving it. In cases where partnerships are fund driven, it is easy for these power dynamics to be exerted. For this reason, it is essential to shift the focus from funds towards the objectives of the partnership. If one is driven by humanitarian objectives, then the power dynamics of bringing in funds (first party) will be balanced by the capacity of the second party to achieve humanitarian interventions. Such a balance will allow for complementarity, acknowledgement of the other as a contributor and not a receiver, and lead to an inclusive and equitable partnership.

1.29. Differing Capacities

Parties should be conscious that organisations differ in age, capacities, risk appetite, size, and priorities. What works well with one does not necessarily work well with another. For this reason, the partnership culture, systems, and resources should be adaptive enough to ensure successful engagement with each type of partner while avoiding a homogenous application across the board. This can mean, as examples, that some partners will require more time and effort than others, or more support, or less exigent requirements.

1.30. Non-Contractual Partnerships

Engagement with other actors does not necessarily have to be through contracts or to complete projects. Networking and getting to know other organizations can foster complementarity and added values across the board and it can be through technical cooperation, sectoral coordination, informal cooperation, sharing best practices and lessons learned, or even to build a pool of potential contractual partners down the road.

2. Maintaining Partnerships

1. Identifying and Setting up Partnerships

2.1. Humility and Respect

Partners should exercise humility and respect in the way they engage with one another. While acknowledging that there is a power dynamic to all partnerships based on funding, it is crucial to not compromise ethics in the partnership or abuse power. Humility can be implemented by seeking feedback and support, acknowledging mistakes, showing gratitude to the partner, and avoid showing pride especially when in the position of power.

2.2. Integrity

Exercising integrity means to understand the values the partnership is built on and relying on these values across all aspects of the partnership. Most importantly, it means that your teams and those of the partner align with these values and implement them in their day-to-day work. Signs of integrity can be respecting confidential information, being honest, admitting when you are wrong, following through on promises and commitments, and avoiding bad-mouthing your partners.

2.3. Cultural Sensitivities

Lebanon is home to different cultures, and this definitely applies to teams working within one organization or across organizations. It is critical to understand the different culture aspects from the start and acknowledge how your way of work and partners should be adapted towards different cultures. It also entails being aware of possible bias and discrimination and mitigating them.

2.4. Perception vs. Reality

It is critical to distinguish between the subjective perception on the parameters and success factors of partnerships vs. the reality of it. It can be that the perception there are no issues in the partnership do not necessarily mean it is successful but that the other partner did not raise any concern out of fear or simply because the partnership modality does not cover such aspects. It is crucial to put in place systems and frameworks that can objectively and comprehensively examine the parameters of the partnership.

2.5. Organisational vs. Individual

Perceptions on the partnership vary for each individual in the partnering organisations. This was evident during the surveys when respondents from the same organisations reported differently and sometimes in an anecdotal manner. One of the reasons behind this discrepancy is the fact that partnerships sometimes rely on individuals and their character instead of an organisational culture. Aligned with the other points mentioned in this matrix, it is essential to ensure the systems are stronger than individual tendencies. Some interpersonal skills that are critical to ensuring successful practices should be taught and promoted through organisational systems of capacity strengthening and appraisals, and deterrent traits (such as condescending communication) should be carefully rooted out through these systems.

2.6. Working Hand-in-hand

Fostering a partnership where organisations work hand-in-hand means fostering a common understanding on what achieving the objective is, what success looks like, and ultimately synchronising efforts and resources to achieve it.

2.7. Open-door Policy

Aligned with the partnership feedback mechanisms, partners need to ensure communication is as open, transparent, and welcoming as possible. Even when focal points are assigned, any party involved in the partnership should know and be able to reach out to the other one especially to senior management, with the caveat that it is essential to responsibly use these channels in order not to overwhelm the other party.

An open-door policy is a management approach in which employees are encouraged to bring their ideas, concerns, and feedback directly to management, rather than going through formal channels. An open-door policy can be a useful tool when partnering with civil society organisations (CSOs) to ensure that all stakeholders have a voice and that any issues or concerns are addressed in a timely manner.

Here are a few steps you can take to implement an open-door policy when partnering with CSOs:

Communicate the policy: Clearly communicate the open-door policy to all stakeholders and make sure that everyone is aware of how to access it.

Encourage feedback: Encourage employees and partners to speak up and share their ideas and concerns and make it clear that all feedback is welcome.

Respond promptly: Make sure to respond promptly to any feedback or concerns that are raised and follow up to ensure that allissues are addressed.

Follow up: Follow up with employees and partners to ensure that their concerns have been addressed and to solicit further feedback.

By implementing an open-door policy, organizations can foster open communication and create a more collaborative and responsive partnership with CSOs.

2.8. Open Book Policy

An open book policy is a management approach in which an organisation shares financial and operational information with all stakeholders, including employees and partners. An open book policy can be a useful tool when partnering with civil society organisations (CSOs) to promote transparency and build trust.

Here are a few steps you can take to implement an open book policy when partnering with CSOs:

Communicate the policy: Clearly communicate the open book policy to all stakeholders and make sure that everyone is aware of how to access financial and operational information.

Share information: Share financial and operational information with employees and partners, such as budget reports, financial statements, and performance metrics.

Encourage participation: Encourage employees and partners to engage with financial and operational information and to ask questions and provide feedback.

Follow up: Follow up with employees and partners to ensure that they have the information they need and to solicit further feedback.

Parties to a partnership should openly share relevant information with the other party. Funders, for example, need to share the sources and objective of their funding with the implementing partner. The latter, from their side, should openly share challenges, resources, concerns, and any other detail that is relevant to the partnership. In some cases, funders can even share the amount of funding they themselves are receiving, or the percentage allocated to their own support costs.
By implementing an open book policy, organizations can promote transparency and build trust with CSOs, which can help to strengthen the partnership.

2.9. Admitting Mistakes

Admitting mistakes to partners is a sign of humility and the key to doing it is to acknowledge but to also take responsibility of the mistakes, their impact on the partnership and the common projects, and most importantly what are the corrective measures that will be adopted to mitigate similar mistakes in the future. Such actions will drive trust forward and reduce the burden of corrections at a later stage if mistakes are not acknowledged and corrected in a timely manner.

2.10. Continuous Communication

Partners should not rely on communication only for formal matters such as reporting, payments, or raising issues. Continuous communication and regular check-ins even if to say hello or offer moral support play a critical role in sustaining healthy relationships that promote transparency and respect.

2.11. Positive Listening

Aligned with other recommendations mentioned here, positive listening requires interpersonal skills that should be applied across the organisational culture and not just focused on at individual levels. Positive listening means shying away from imposing opinions, staying focused, welcoming body language, and never judging or jumping to conclusions.

2.12. Asking Questions

Asking questions instead of jumping to conclusions or providing rushed answers is a strong building block of successful partnerships. When you see your partner is underperforming in some tasks, you can always ask sincere questions that look at the root causes of it. This shows compassion, willingness to communicate and understand, and most importantly you show your partner that you are a good listener that has problem-solving at heart. More so, asking questions has sometimes surprising powers of knowing more and better.

2.12. Asking Questions

It is easy to assume that any issue raised by the other party stems from their own intrinsic capacity or shortcoming. While it can be true for some cases, in other ones, it may be a relational challenge or one stemming from the capacity or the approach of the other party. For example, if there are delays in reporting, it is easy to assume it is because the reporting party has internal issues hindering them from doing so, while sometime, it is because the requirements and deadlines for the reports do not make sense when compared to the implementation cycle, or because the other party is asking for more reporting and documentation than what is actually needed. It might even be due to external factors outside the control of the partner. Corrective measures can be objectively examined when judgement and bias are shunned.

2.14. Offering Support Even Beyond the Partnership

Resources and support do not necessarily have to be limited by the scope of the partnership. One can offer support to their partners in projects they are implementing independently from the first party. Such support can be as simple as technical advice, a review of proposals, small-scale capacity strengthening, mentorship, or even a good word of mouth and reference.

Offering support beyond the partnership is a way for organisations to demonstrate their commitment to their CSO partners and to the communities they serve. Here are a few ways that organisations can offer support beyond the partnership:

- Provide technical assistance: Offer technical assistance to help CSOs build their capacity and improve their operations. This could include training, coaching, or consulting services.
- Share resources: Share resources such as funding, equipment, or expertise with CSOs to help them achieve their goals.
- Connect CSOs with other organizations: Connect CSOs with other organizations that can provide additional support or resources.
- Provide ongoing support: Offer ongoing support beyond the duration of the partnership to help ensure the sustainability of the CSO and its impact on the community.

By offering support beyond the partnership, organizations can help to build the capacity of their CSO partners and support the long-term success of their initiatives.

2.15. Opportunities for Constructive Feedback

Sharing honest and constructive feedback with partners means sharing comments and suggestions that are useful for the partnership, the project, and the other partner. In a partnership, opportunities to do so can be formally through reviews and evaluations, but also more frequently and timely through, for example, the review of reports, monitoring visits, or when reviewing applications and proposals. Feedback can be on communication, performance, quality, and any other facet of the partnership.

2.16. Inclusive Problem Solving

Partners, when faced with a challenge, should work together to solve it. Problems are rarely the responsibility of one party especially when the objectives of the partnership are common to all. Inclusive problem solving takes place when each party gives the chance to the other one to share inputs and solutions, not assuming that your ideal solution is necessary the right one, foster the concept that there is no such thing as bad ideas, remove communication barriers, never blame, exercise respect even in disagreement, and welcome different personalities and opinions.

2.17. Confrontation vs. Collaboration

In partnerships, organisations are working towards common goals and to avoid instances of confrontation or where parties feel they are challenging one another, steps can be taken towards building trust, clarifying roles and responsibilities, acknowledging the added value of the partner, modelling humility and integrity, and promoting positive listening. It is essential to avoid a top-down approach to partnerships and transform confrontations into collaboration. When this is accomplished, concerns and honest feedback can be shared in a safe manner.

Confrontation refers to a direct and often adversarial approach to resolving conflicts or differences, while collaboration refers to a cooperative and cooperative approach to working together. Both confrontation and collaboration can be useful in different situations, but collaboration is generally considered a more effective and productive approach for resolving conflicts and achieving common goals.
Here are a few key differences between confrontation and collaboration:

- Focus: Confrontation is typically focused on winning or achieving one›s own goals, while collaboration is focused on finding a mutually beneficial solution.
- Communication: Confrontation often involves more direct and adversarial communication, while collaboration involves more open and respectful communication.
- Problem-solving: Confrontation tends to involve more positional bargaining and an emphasis on winning or losing, while collaboration involves more problem-solving and an emphasis on finding a win-win solution.
- Relationship building: Confrontation can be damaging to relationships, while collaboration can help to build trust and strengthen relationships.

Overall, collaboration is generally considered a more effective and productive approach for resolving conflicts and achieving common goals.

2.18. Responding in a Timely Manner

Organizations should ensure they have adequate human resources to respond to the queries and requests of partners in a timely manner. Aligned with the idea that organizational assets should be revised to facilitate the management of partnerships, assigning focal points from all relevant departments with adequate levels of efforts to do so is a cornerstone to maintain a healthy relationship with partners.

Responding in a timely manner is an important aspect of managing partnerships in the civil society sector. It is important for partners to respond to requests, inquiries, or other communications from other partners in a timely manner to maintain open and effective communication and to ensure that the partnership is able to progress smoothly.

There are several steps whichpartners can take to ensure that they are responding in a timely manner, including:

- Setting clear expectations: Partners should set clear expectations about response times and communicate those expectations to each other.
- Establishing clear communication channels: Partners should establish clear channels of communication, such as email or phone, and should use those channels consistently to ensure that messages are received and responded to promptly.

Managing workload and priorities: Partners should manage their workload and priorities effectively in order to ensure that they are able to respond to requests and communications in a timely manner.

Providing updates and status reports: Partners should provide regular updates and status reports to each other to help ensure that everyone is aware of the progress of the partnership and any issues or challenges that may arise.

By responding in a timely manner, partners can maintain open and effective communication, which is essential for the success and sustainability of the partnership.

2.19. Reciprocal Visits

The usual practice is for funders to conduct introduction and monitoring visits to their partners. This practice should be reciprocal, and partners should be invited and allowed to visit the premises of their funders to get to know them better and not just for specific meetings. While doing so, introductions and networking with senior management and any other department in the funder›s organogram can be of an added value.

Reciprocal visits are a way for partners in the civil society sector to learn more about each other›s work and to build relationships by visiting each other›s organisations or communities. Reciprocal visits can involve partners visiting each other›s offices or facilities or participating in field visits to see each other›s work in action.

There are a few benefits to reciprocal visits, including:

Building relationships: Reciprocal visits can help to build relationships between partners by providing an opportunity for partners to get to know each other better and to learn more about each other›s work and context.

Sharing knowledge and expertise: Reciprocal visits can provide an opportunity for partners to share knowledge and expertise with each other, and to learn from each other›s experiences and approaches.

Improving communication: Reciprocal visits can help to improve communication and understanding between partners by providing an opportunity for partners to discuss their work and challenges in person.

Identifying opportunities for collaboration: Reciprocal visits can help to identify opportunities for further collaboration and partnership and can help to build support for the partnership among key stakeholders.

By engaging in reciprocal visits, partners can strengthen their relationships and build a deeper understanding of each other›s work and context, which can help to support the success and sustainability of the partnership.

2.20. Knowing When to Step Back

Most of the recommendations in this framework entail additional support and engagement while sometime, stepping back is the best sign of trust and support. When partners are deemed fully capable of achieving results by themselves, stepping back and fostering independence is the most efficient and effective way to support.

Knowing when to step back, or to take a less active role in a partnership, is an important aspect of managing partnerships in the civil society sector. There are several reasons why it may be necessary for a partner to step back from a partnership, including:

To allow other partners to take a more active role: Partners may choose to step back from a partnership to allow other partners to take a more active role, either to share the workload or to provide opportunities for capacity building and leadership development.

To address conflicts or challenges within the partnership: Partners may need to step back from a partnership if conflicts or challenges arise that cannot be resolved through normal channels. This can help to provide space for the parties to reflect and potentially find a resolution.

To focus on other priorities or commitments: Partners may need to step back from a partnership if they have other priorities or commitments that require their attention.

To focus on other priorities or commitments: Partners may need to step back from a partnership if they have other priorities or commitments that require their attention.

2.21. Review of Partnership Frameworks, Contracts, and Requirements

Reviewing partnership frameworks, contracts, and requirements is an important aspect of managing partnerships in the civil society sector. This can involve reviewing the terms and conditions of a partnership agreement, as well as any other documents or requirements that outline the roles, responsibilities, and expectations of the partners.

There are several reasons why it is important to review partnership frameworks, contracts, and requirements on a regular basis, including:

To ensure that the partnership is meeting the needs and expectations of all partners: Reviewing these documents can help identify any areas where the partnership is not meeting the needs or expectations of partners, and can help to identify potential areas for improvement.

To identify any changes or updates that may be needed: As the partnership progresses, it may be necessary to make updates or changes to the partnership framework, contract, or requirements. Reviewing these documents can help identify any areas where updates or changes may be needed.

To ensure compliance with relevant laws and regulations: It is important to ensure that the partnership is compliant with all relevant laws and regulations, and reviewing the partnership framework, contract, and requirements can help to identify any areas where compliance may be an issue.

By regularly reviewing partnership frameworks, contracts, and requirements, partners can ensure that the partnership is functioning effectively and is meeting the needs and expectations of all partners.

Initial contracts should not be set in stone and continuous and iterative evaluation of them would allow the parties to the partnership to examine the clauses and requirements and adapt during the life of the partnership.

2.22. Feedback Mechanisms Specific for Partnerships

Feedback mechanisms are systems or processes that are used to gather and communicate feedback about the performance or effectiveness of a partnership. Feedback mechanisms can be particularly important in partnerships, as they allow partners to learn from each other and to identify areas for improvement.

There are a number of ways that partners can establish feedback mechanisms specific for partnerships, including:

Regular meetings and check-ins: Partners can schedule regular meetings or check-ins to discuss the progress of the partnership and to provide feedback on each other›s work.

Regular meetings and check-ins: Partners can schedule regular meetings or check-ins to discuss the progress of the partnership and to provide feedback on each other›s work.

Interviews or focus groups: Partners can conduct interviews or focus groups with relevant stakeholders, such as community members or other partners, to gather feedback about the partnership.

Evaluation or assessment processes: Partners can engage an external evaluator or conduct an internal assessment to gather more in-depth feedback about the partnership and its impact.

By establishing effective feedback mechanisms, partners can ensure that they are regularly soliciting and incorporating feedback into their work, which can help to improve the performance and effectiveness of the partnership.

International actors and L/NNGOs should develop or improve tailored accountability mechanisms where concerned parties can voice concerns, feedback, and any other matter through safe and effective channels.

2.23. Sharing Resources

Parties to a partnership can share resources beyond funding. This can be done through sharing technical expertise, human resources through shadowing, premises, operational assets such as vehicles, and even managerial support.

Sharing resources can be an effective way for partners to make the most of their resources and to achieve more together than they could individually. It is important for partners to be open and transparent about their resources and to develop clear agreements about how resources will be shared within the partnership.

2.24. Investment in Partnerships

Investment in partnerships in the civil society sector refers to the resources, both financial and non-financial, that partners put into a partnership in order to support its work and achieve its goals. Investment in partnerships can take many different forms, including:

Financial resources: Partners may invest financial resources in a partnership, such as funding for specific projects or initiatives, or financial contributions to cover operational costs.

In-kind resources: Partners may also invest in-kind resources in a partnership, such as donated goods or services, technical expertise, or access to facilities or equipment.

Time and staff resources: Partners may invest staff time and resources in a partnership, such as by assigning staff members to work on specific projects or initiatives, or by providing training or other support to partnership staff.

Political or strategic resources: Partners may also invest political or strategic resources in a partnership, such as by using their influence or connections to help advance the goals of the partnership.

Investment in partnerships can be a crucial factor in the success and sustainability of the partnership, as it helps to ensure that the partnership has the resources it needs to achieve its goals and make a positive impact. It is important for partners to carefully consider their investment in a partnership and to ensure that all partners are contributing fairly and equitably to the partnership.

Where relevant, organisations should invest in their partners, either through capacity strengthening, renewal of projects, expansion, or any other form of investment. There is an added value to ensuring a continuity of partnerships. It can be in the preservation of successful practices, reduced efforts in maintaining trust, or successive objectives built on previous ones.

2.25. Acknowledging and Promoting Added Values

Acknowledging and promoting the added values of a partnership can be an important principle in civil society partnerships. Added value refers to the benefits and advantages that a partnership brings beyond what each individual partner could achieve on its own. These can include increased efficiency, cost savings, access to new resources or expertise, and the ability to have a greater impact on the issue at hand.

To acknowledge and promote the added values of a partnership, it can be helpful for partners to regularly communicate about the specific contributions that each partner is making to the partnership, and to share information about the successes and challenges of the partnership with each other and with external stakeholders. Partners should also be proactive in seeking out opportunities to highlight the added values of the partnership to relevant audiences, such as funders, policy makers, and the media. By doing so, partners can help to build support and recognition for the partnership and its work, which can in turn help to sustain and grow the partnership over time.

It is essential for funders to explicitly praise their partners for their added values in the partnership and build interventions around it. From their side, partners should endeavor to highlight their strengths and expertise in their communication, visibility material, applications, and reporting.

2.26. Complementary Efforts vs. Parallel Efforts

In the context of partnerships, complementary efforts refer to actions or activities that are designed to work together and support each other in achieving a common goal. For example, two organisations might have complementary efforts if one organisation is working to raise awareness about an issue, while the other is working to advocate for policy changes to address the issue. In this case, the two organisations are working towards the same goal, but are using different strategies and approaches to achieve it.

Parallel efforts, on the other hand, refer to actions or activities that are independently pursued by different organisations, but that are working towards the same goal. For example, two organisations might be conducting parallel efforts if they are both working on separate campaigns to raise funds for a common cause. In this case, the two organisations are working towards the same goal, but are not coordinating their efforts or working together in a formal partnership.

In general, partnerships that involve complementary efforts can be more effective than those that involve parallel efforts, because they allow partners to leverage each other›s strengths and resources to achieve a common goal. However, there may be situations in which parallel efforts are appropriate or necessary, such as when organisations have different mandates or are working in different geographic areas.
Working in partnership means being aware of complementary added values and avoiding creating parallel systems or investing in duplicate resources that leads towards the same outcome. For example, if your partner has the technical expertise needed in the project, you should avoid creating a parallel resource for it.

2.27. Harmonisation of Requirements

In the context of partnerships in the civil society sector in Lebanon, harmonization of requirements refers to the process of aligning the policies, procedures, and expectations of different organizations in order to facilitate cooperation and collaboration. This can be particularly important when organizations are working together on a joint project or initiative, as it can help to ensure that all partners are working towards the same goals and using compatible approaches.

Harmonization of requirements can involve a range of activities, such as coordinating reporting requirements, aligning financial management systems, and developing common policies and procedures for communication, decision-making, and conflict resolution. By harmonizing requirements, partners can avoid duplication of effort, reduce the burden of compliance, and streamline the overall management of the partnership.

It is important to note that harmonization of requirements does not necessarily mean that all partners must adopt the same policies or procedures. Rather, it involves finding ways to reconcile differences and find common ground in order to effectively work together towards shared goals.

Funders should actively examine the requirements they ask their partners to complete and evaluate the scale, form, and content of each. There are global efforts towards the harmonization of the reporting template (8+3 reporting for example). By adopting such practices, funders are adapting their requirements to reduce the efforts exercised by their partners while maintaining the same level of deliverables and content.

2.28. Visibility

Visibility refers to the extent to which the partnership and its work are known and recognized by external stakeholders. This can be important for several reasons. For example, having a high level of visibility can help to attract funding, build support and credibility for the partnership and its work, and raise awareness about the issues that the partnership is addressing.
There are several ways that partners can work to increase the visibility of their partnership. These can include:

- Communicating regularly with external stakeholders about the partnership and its work
- Sharing information about the partnership through social media, newsletters, and other channels
- Participating in events, conferences, and other public forums to share information about the partnership.
- Collaborating with the media to generate coverage about the partnership and its work.
- Developing marketing and branding materials, such as a website or logo, to help raise awareness about the partnership.

It is important for partners to carefully consider their visibility strategies, as they can have significant implications for the success and sustainability of the partnership.
Parties to the partnership need to ensure they give proportional and balanced visibility and acknowledgement to each partner. This starts with the initial visibility, communication, and/or branding plans and continues through the life of the project.

2.29. Giving Credit

Giving credit when working with partners refers to recognising and acknowledging the contributions of different partners and stakeholders to the partnership and its work. This can include giving credit for financial contributions, as well as for in-kind support, expertise, and other resources that partners bring to the table.

Giving credit is important because it helps to foster trust and goodwill within the partnership and can encourage partners to continue to support the partnership in the future. It can also be important for building the reputation and credibility of the partnership, as it helps to demonstrate the value and impact of the partnership to external stakeholders.

There are a number of ways that partners can give credit to each other and to other stakeholders within the partnership. These can include:

- Thanking partners and stakeholders publicly and privately for their contributions
- Acknowledging partners and stakeholders in communications and marketing materials
- Recognizing partners and stakeholders at events or through awards or other forms of recognition
- Sharing information about the contributions of partners and stakeholders with the media and other external stakeholders

Giving credit is an important principle in partnerships, and it is important for partners to be mindful of the need to give credit to each other and to other stakeholders to build strong and sustainable partnerships. Parties to the partnership should give credit where credit is due. In their communications, visibility, and reporting, they need to explicitly acknowledge the role their partners play.

2.30. Writing on Partnerships

There are several key considerations to keep in mind when writing about partnerships in the civil society sector. These include:

- Clearly defining the purpose and goals of the partnership: It is important to clearly articulate the purpose and goals of the partnership, and to explain how the partnership will work towards achieving those goals.
- Describing the roles and responsibilities of each partner: It is important to clearly describe the roles and responsibilities of each partner in the partnership, and to explain how each partner will contribute to the partnership›s goals.
- Describing the roles and responsibilities of each partner: It is important to clearly describe the roles and responsibilities of each partner in the partnership, and to explain how each partner will contribute to the partnership›s goals.
- Describing the processes and mechanisms for decision-making, communication, and conflict resolution: It is important to describe the processes and mechanisms that will be used to make decisions, communicate, and resolve any conflicts that may arise within the partnership.
- Discussing any challenges or potential risks: It is important to be candid about any challenges or potential risks that the partnership may face, and to describe how these will be addressed.

By considering these factors, you can write a clear and comprehensive description of the partnership that will be useful to all stakeholders. Additionally, there is a difference between saying «organisation A is implementing», «organisation A with the support of its partners», and «organisation A and its partners are implementing». Each phrasing gives a certain agency and level of contribution to the partner and words in proposals, reporting, and communication, should be carefully selected to convey the right message on the involvement of and role played by partners.

2.31. Introducing Partners to Others

Introducing partners to others is an important aspect of building and maintaining relationships within partnerships in the civil society sector. It can involve introducing partners to each other, to other stakeholders within the partnership, or to external stakeholders such as funders, policy makers, or the media.

There are several ways that partners can introduce each other to others, including:

- Hosting a meeting or event where partners can meet and introduce themselves to each other
- Sharing information about each partner›s work and expertise in communications and marketing materials
- Connecting partners with relevant individuals or organizations that they may not be familiar with
- Inviting partners to attend events or meetings as representatives of the partnership

By introducing partners to others, you can help to build relationships and foster collaboration within the partnership. It is important to be respectful and considerate when introducing partners to others, and to ensure that all partners are given the opportunity to be introduced and to participate in relevant activities.

It is a sign of trust and acknowledgement when organizations introduce their partners to each others. A remarkable sign of goodwill is when a funder introduces their partners to other potential partners, or when an implementer introduces their funder to another potential implementer. This reduces the spirit of competition and promotes complementarity across the spectrum of partners in Lebanon. One additional positive impact can be the reduction of support costs allocated to one funder when the partner is introduced to another one that can ultimately provide complementary funding for those said support costs. It is worth acknowledging that introducing partners to others and sharing respective information should be within the boundaries of ethical sharing and consent where relevant.

2.32. Bringing Partners Together

Bringing partners together is an important aspect of building and maintaining relationships within partnerships in the civil society sector. This can involve organising meetings, events, or other activities where partners can come together to discuss the partnership and its work, exchange ideas, and collaborate.

There are a number of ways to bring partners together, including:

- Hosting regular in-person or virtual meetings: These can be used to discuss progress, share information, and make decisions about the partnership.
- Organizing events or workshops: These can be used to build relationships, share knowledge and expertise, and work on specific projects or issues.
- Conducting team-building activities: These can help partners get to know each other better and build trust and solidarity within the partnership.
- Using online platforms and tools: There are many online platforms and tools that can be used to facilitate communication and collaboration among partners, even when they are not in the same location.

By bringing partners together, you can help to build strong relationships and foster a sense of collaboration and partnership within the group. It is important to be mindful of the needs and schedules of all partners when planning activities, and to ensure that everyone can participate.

2.33. Exposure to Donors and Upstream Funding Sources

Exposure to donors and upstream funding sources can be an important benefit of partnerships in the civil society sector. By partnering with other organizations, a group can gain access to new funding opportunities and potentially secure additional resources to support its work.

There are several ways that partners can work together to access new funding sources:

- Sharing information about potential funding opportunities: Partners can share information about potential funding opportunities with each other and explore whether there are opportunities to apply for funding together.
- Collaborating on funding proposals: Partners can work together to develop and submit funding proposals, leveraging each other›s expertise and resources to increase their chances of success.
- Leveraging the networks of each partner: Partners can use their existing networks and relationships with donors and upstream funding sources to identify new opportunities and make connections.
- Participating in funding workshops and events: Partners can attend workshops, conferences, and other events focused on funding to learn about new opportunities and make connections with potential funders.

By working together to access new funding sources, partners can increase their chances of securing the resources needed to support their work and achieve their goals.

There is usually no issue that hinders funders from introducing their implementing partners to the primary donors. Beyond sharing their names in visibility material, funders can actively seek to introduce their partners to upstream donors. As part of the localization agenda, direct funding to local actors is a priority and such an exposure will pave the way for it.

2.34. Allowing Funders to Engage with Affected Populations

In the same way funders are encouraged to introduce their implementing partners to upstream donors, implementing actors should actively work to introduce their funders to the affected and targeted population. Doing so has benefits to both parties. Funders will be able to better understand the reality on the ground, context, and faces behind the numbers in their targets, and local actors will be able to better convey the needs and preferences of the affected population.

Allowing funders to engage with the affected population, or the individuals and communities who are directly impacted by the work of the partnership, can be an important way for partners to demonstrate the value and impact of their work. By engaging with the affected population, funders can gain a better understanding of the needs and priorities of the community and see firsthand the positive impact that the partnership is having.

There are several ways that partners can facilitate engagement between funders and the affected population, including:

- Organizing site visits or field trips: Partners can invite funders to visit the community and see the work of the partnership in action.
- Hosting community events or workshops: Partners can invite funders to attend events or workshops that are focused on engaging with the affected population.
- Facilitating introductions: Partners can introduce funders to key members of the affected population, such as community leaders or representatives of marginalized groups, to help them understand the needs and priorities of the community.
- Providing information and resources: Partners can provide funders with information and resources about the community, such as demographic data, maps, or reports, to help them better understand the context in which the partnership is operating.

By allowing funders to engage with the affected population, partners can help to build support and understanding for their work and strengthen the partnership over time.

2.35. Healthy and Positive Spirit of Competition

A negative spirit of competition means harming others to acquire funds and partnerships. The positive side of competition means continuously improving one›s impact as an added value and noble driver for funds. Organisations should foster such a culture and acknowledge the work of other organisations only means greater good.

The positive spirit of competition refers to a healthy and constructive approach to competition within partnerships in the civil society sector. A positive spirit of competition can help to drive innovation and improve the quality of the work being done, as partners strive to outperform each other and achieve the best possible results.

There are a number of ways that partners can foster a positive spirit of competition within a partnership:

Encourage open and honest communication: Partners should be encouraged to openly share ideas and feedback with each other, and to be open to constructive criticism.

Set clear and measurable goals: Partners should work together to set clear, measurable goals for the partnership, and should regularly track progress towards those goals.

Provide opportunities for learning and improvement: Partners should be encouraged to learn from each other and to seek out opportunities to improve their work.

Celebrate successes and accomplishments: Partners should recognize and celebrate the achievements of each other and should be proactive in sharing information about their successes with others.

By fostering a positive spirit of competition within a partnership, partners can encourage each other to perform at their best and work together to achieve the best possible outcomes.

3. Closing Out

3.1. Capitalisation and Lessons Learned

At the end of the partnership or project, parties to the partnership should complete a lessons learned exercise that evaluate the different components of the partnership. What worked well? What didn›t? How can we improve? Etc. Findings from such an exercise should be clearly documented and can be used to update respective partnership strategies, frameworks, contracts, and requirements, either with the same partner or with others. It is worth noting that the exercise of documenting and discussing lessons learned is not one to start at the end of the partnership and it should be based on an open conversation and process that start from day one. Mid-term or regular reviews of the partnership are also critical, depending on the duration and complexity of partnerships.

3.2. Short-term vs. Long-term Partnerships

Short-term partnerships are typically defined as partnerships that are focused on achieving specific, time-limited objectives or goals. These partnerships may be focused on completing a particular project or initiative, or on addressing a specific issue or challenge. Short-term partnerships may last for a few months or up to a few years, depending on the specific goals and objectives of the partnership.

Long-term partnerships, on the other hand, are typically defined as partnerships that are focused on achieving ongoing, long-term goals and objectives. These partnerships may be focused on addressing broader, systemic issues or challenges, and may involve a more ongoing and sustained level of collaboration and commitment. Long-term partnerships may last for several years or even decades, depending on the specific goals and objectives of the partnership.

Both short-term and long-term partnerships can be valuable and effective, depending on the specific context and goals of the partnership. Short-term partnerships can be useful for achieving specific, time-limited objectives, while long-term partnerships can be useful for addressing more complex, ongoing issues and challenges. It is important for partners to carefully consider the appropriate length and scope of a partnership based on their specific goals and needs.

Organisations should explicitly frame their partnerships from the get-go. It is responsible to manage expectations from the start if the relationship is solely built on the completion of one project or can be for years to come. By doing so, the other partner will know what to expect in terms of support, capacity strengthening, and timeframe for funding, as examples. We also need to acknowledge that it is sometimes difficult to know beforehand or adequately in advance if partnerships can continue, as most often they depend on continued funding and resources.

3.3. Long-term Partnerships

When funders can provide long-term funding, they should avoid short-term and recurrent renewals of funding with their partners and instead opt for long-term contracts. Doing so gives the other partner re-assurance and peace of mind that allows them to focus on implementation.

3.4. Taking on New Roles

INGOs can consider taking on new roles as partners will local and national organizations in Lebanon. Some examples of roles can be:

- INGOs can be useful by interpreting policies and statements
- Acting as a knowledge broker
- Providing training and learning opportunities
- Acting as a convenor, connecting, and building networks among civil society
- Advocating and amplifying the voices of local actors
- Serving as a watchdog to ensure safe spaces for civil society to operate.

It is not necessary that L/NNGOs completely replace international actors and render their role eventually obsolete. There is room to re-imagine roles and added values.

Conclusion

As evident from the recommendations above, adhering to and maintaining partnership principles is a continuous process that requires the efforts of all involved parties and their teams. Partnerships are mainly human-centred and need the adoption of interpersonal skills that align with organisational culture, but also organisational processes and control systems that foster and regulate the human element.

Partnership Principles Canvas

Identifying and Setting up Partnerships		
Priority for Localisation	Key Performance Indicators	Partner vs. Service Provider
Mandates of Partners	Key Partnership Indicators	Contractual Modalities
Strategy and Partnership	Quantity vs. Quality	Content of Agreements
Team Capacity	Direct vs. With Partners	Objectives Come First
Inductions and On-boarding	If we can do it, can they do it?	Accountability to affected population (AAP)
Humanitarian Principles	Selection of Partners	Room for Negotiations
Planning Ahead	Mitigating Conflicts of Interest and Nepotism	Consortia vs. Vertical Contracting
Inclusive Planning	Managing Expectations	Acknowledging Power Dynamics
Equitable Decision Making	Something is better than nothing	Differing Capacities
Sharing Rationale Behind Decisions	Difference between small and big partners	Non-Contractual Partnerships

Maintaining Partnerships				Closing Out
Humility and Respect	Positive Listening	Review of Partnership Frameworks, Contracts, and Requirements	Introducing Partners to Others	Capitalisation and Lessons Learned
Integrity	Asking Questions	Feedback Mechanisms Specific for Partnerships	Bringing Partners Together	Short-term vs. Long-term Partnerships
Cultural Sensitivities	Avoiding Judgement	Sharing Resources	Exposure to Donors and Upstream Funding Sources	Long-term Partnerships
Perception vs. Reality	Offering Support, Even Beyond the Partnership	Investment in Partnerships	Allowing Funders to Engage with Affected Populations	Taking on New Roles
Organisational vs. Individual	Opportunities for Constructive Feedback	Acknowledging and Promoting Added Values	Healthy and Positive Spirit of Competition	
Working Hand-in-hand	Inclusive Problem Solving	Complementary Efforts vs. Parallel Efforts		
Open-door Policy	Confrontation vs. Collaboration	Harmonisation of Requirements		
Open Book Policy	Responding in a Timely Manner	Visibility		
Admitting Mistakes	Reciprocal Visits	Giving Credit		
Continuous Communication	Knowing When to Step Back	Writing on Partnerships		

Introduction

Within the lens of localisation, fundraising and access to resources is seen as a critical component in and of itself as well as an entry point towards the other five pillars. Without funding, advocacy, coordination, capacity strengthening, participation, and partnership principles would be difficult to maintain.
Even though this chapter was not considered as one of the two main components of localisation that the taskforce focused on this year, it remains one of the core pillars to which the LTF needed to pay close attention.

Definition

Fundraising is an important aspect of the work of many organisations, as it helps to secure the financial resources needed to support their operations and achieve their goals.

There are a wide range of fundraising strategies that organisations can use, depending on their needs and resources. These strategies can include seeking donations from individuals, fo
undations, and businesses, organising events to raise funds, applying for grants, and using online platforms to reach a wider audience.

It is important for organisations to approach fundraising in an ethical, transparent, and effective manner, and to be accountable to donors for the use of funds. This can help to build trust and confidence among donors and can also help to ensure that resources are used in a responsible and effective way.

Overall, effective fundraising is crucial for the sustainability and success of many organisations and is an important aspect of the work of many local/national organisations, as well as international agencies.

Methodology

For the fundraising component, the LTF relied on a series of workshops and roundtables during the last quarter of 2022. The activity was a workshop attended by 20 different local and national civil society actors, where challenges and recommendations within this component were discussed. The findings from this workshop were then used to facilitate a roundtable discussion with L/NNGOs and international actors (donors, UN agencies, and INGOs). During this roundtable, L/NNGOs shared their recommendations and challenges, and international actors were allowed to present their practices, progress, and challenges towards materialising these recommendations.

Recommendations

L/NNGOs agree that they should advocate for quality fundraising that entails a combination of the twelve characteristics mentioned below:

MULTI-YEAR			
Predicatable	Sustainable	Flexible	Accessible

Accessible	Transparent	Efficient	Relevant	Feasible	Results-based	Locally-led

Within quality funding, L/NNGOs and international actors should aim to:

1. Develop strategic and locally driven fundraising plans.

Developing strategic and locally driven fundraising plans can be an effective way to ensure that fundraising efforts are well organised and focused on meeting the needs and priorities of the community. Here are some steps you can follow to develop such a plan:

- Identify your fundraising goals: Clearly define your fundraising goals and objectives and consider how they align with the needs and priorities of the community.
- Determine your target audience: Identify your target audience, including potential donors and sponsors, and consider what motivates them to give.
- Research potential funding sources: Research potential funding sources, including foundations, government agencies, and corporate sponsors, and identify those that align with your goals and mission.
- Develop a fundraising strategy: Develop a fundraising strategy that outlines the specific actions you will take to achieve your fundraising goals, such as organising events, applying for grants, or conducting a campaign.
- Create a budget: Create a budget that outlines the resources you will need to implement your fundraising strategy, including staff time, marketing materials, and other expenses.
- Implement and track your plan: Implement your fundraising plan and track your progress to ensure that you are meeting your goals. Regularly review and adjust your plan as needed to ensure its effectiveness.

2. Donors should make more use of pooled funds that are co-managed at both the strategic and operational level by national and international governmental actors and that follow procedures that enable local/national organisations to participate effectively.

Pooled funds that are co-managed by national and international governmental actors and that follow procedures that enable local/national organisations to participate effectively can be an effective way for donors to support development efforts in a particular country or region. Some benefits of using pooled funds in this way include:

- Improved coordination: Pooled funds can help improve coordination among different donors and development actors, which can lead to more effective and efficient use of resources.
- Greater flexibility: Pooled funds can provide greater flexibility in terms of how funds are used, as they can be used to support a range of activities and projects.
- Enhanced accountability: Pooled funds that are co-managed by national and international actors can help ensure that there is strong accountability and transparency in the use of funds.
- Greater local ownership: By enabling local/national organisations to participate effectively in the management of the funds, pooled funds can help promote greater local ownership and empowerment.
- Increased impact: By pooling resources and coordinating efforts, donors can potentially have a greater impact on development outcomes.

3. Fraud and corruption happen in both international and L/NA - all parties must refrain from making generalising statements about such risk in any category of agencies.

It is important to recognise that fraud and corruption can occur in any type of organisation, including international and local/national organisations. It is not productive or accurate to make generalising statements about the risk of fraud and corruption in any category of organisations.

Instead, it is important to focus on developing and implementing strong systems and controls to prevent, detect, and address fraud and corruption wherever it may occur. This can include measures such as implementing robust financial management systems, conducting regular audits and reviews, and establishing clear policies and procedures for reporting and addressing potential instances of fraud and corruption.

It is also important for all parties involved in development efforts to be vigilant and proactive in identifying and addressing potential risks of fraud and corruption, and to work together to ensure that resources are used in an effective and transparent manner across the board.

4. Where fraud or corruption is suspected or confirmed within an actor in a collaborative relationship, the agency concerned is first allowed to address it – only if that were not done adequately can other collaborating agencies come in.

It is generally appropriate for an organisation to be given the opportunity to investigate instances of suspected or confirmed fraud or corruption internally, as long as the organisation is taking the issue seriously and is committed to resolving it in an effective and transparent manner. Allowing the organisation to address the issue internally can help ensure that it is dealt with in a way that is consistent with the organisation›s policies and procedures and can also help preserve the integrity and reputation of the organisation.

However, if it becomes clear that the organisation is not taking the issue seriously or is not addressing it adequately, it may be necessary for other collaborating agencies to become involved. This could mean providing additional support or resources to help the organisation address the issue or working with external authorities to investigate and address the issue. Ultimately, the decision of whether or when to involve other collaborating agencies will depend on the specific circumstances of the case and the needs and concerns of all parties involved.

5. In any collaborative relationship, whether it involves subcontracting or not, the quality of funding is just as important as the quantity.

It is essential that all necessary core costs, such as staff time for participating in coordination meetings and strategic reflection and planning, are covered, ideally through a flexible management fee that is appropriate for the scope and volume of the work being done by the local/national organisation. This can be achieved using a flexible management fee that is appropriate for the scope and volume of the work being done by the local/national organisation. A flexible management fee can help ensure that the organisation has the resources it needs to effectively carry out its work and can also help to promote greater sustainability and self-sufficiency over time.

6. It is important to ensure that local/national organisations are provided with the essential resources they need to operate effectively, such as office space, warehousing, transportation, communication technology, and printing equipment.

Operating resources and running costs are often taken for granted by international agencies, but they can be critical to the success of local/national organisations, particularly in environments where such resources may be scarce or hard to come by. By providing local/national organisations with these resources, donors and development partners can help level the playing field and ensure that local organisations have the tools and support they need to effectively carry out their work. This can help to promote greater sustainability and self-sufficiency over time, and can also help to strengthen the capacity of local organisations to address development challenges in their communities.

7. Financial reporting and disbursement procedures should be designed in a way that does not cause cash flow problems for local/national organisations.

It is important to design financial reporting and disbursement procedures in a way that does not cause cash flow problems for local/national organisations. This can involve adopting flexible payment schedules and procedures that consider the needs and constraints of local organisations.

For example, rather than requiring local organisations to report on a fixed schedule, it may be more appropriate to allow them to report on a rolling basis, as needed. Similarly, rather than requiring large up-front payments, it may be more effective to provide smaller, more frequent payments that help to smooth out cash flow for local organisations.

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For example, rather than requiring local organisations to report on a fixed schedule, it may be more appropriate to allow them to report on a rolling basis, as needed. Similarly, rather than requiring large up-front payments, it may be more effective to provide smaller, more frequent payments that help to smooth out cash flow for local organisations.

8. It is important to ensure that the budget for programs and projects is sufficient to allow local/national organisations to hire and retain qualified staff.

Supporting staffing costs that are appropriate to the needs of the organisation and expectations of implementation can help to ensure that local organisations have the human resources they need to effectively carry out their work and can also help to strengthen their capacity to manage and develop their staff over time. In times of crisis, it is particularly important to ensure that local organisations have the resources they need to retain their staff, as they may be at risk of losing them to international actors offering higher salaries. By providing sufficient funding to support the salaries of local staff, donors and development partners can support local organisations in attracting and retaining qualified personnel and can also help to strengthen their capacity to manage their own human resources effectively.

9. Equitable sharing by the donor of overhead costs within a partnership would allow local organisations to have greater flexibility in how they use these funds, including investing them in their own organisational development as needed.

Most donors allocate a certain percentage of their funding as overhead costs for their own headquarters' operations, which are typically unearmarked funds that can be used for a variety of purposes, such as administrative expenses or staff salaries. In an equitable partnership, it would be fair to share these funds equally with local/national partners, without requiring them to report on how they are used. By providing local organisations with a share of overhead funds, donors and development partners can help ensure that they have the resources they need to effectively carry out their work and can also help to strengthen their capacity to manage and develop their own organisations over time. This can help to promote greater sustainability and self-sufficiency, and can also help to foster stronger, more equitable partnerships between international and local organisations.

10. Within a partnership, the salary scales and financial procedures of L/NNGOs must be acknowledged and respected, and donors should avoid imposing their own.

In any collaborative relationship, it is important for international agencies to respect the salary scales and financial procedures of local/national organisations. This means that they avoid imposing their own systems, especially for time-bound project activities, as this can create unnecessary tensions and misunderstandings, and can undermine the credibility and integrity of the local partner. By doing so, international agencies can foster stronger, more equitable partnerships, and can also help to preserve the capacity of local organisations to manage their own finances effectively. This in turn promotes greater sustainability and self-sufficiency over time and can also ensure that development resources are used in a way that is consistent with the values and priorities of the local community.

11. If financial procedures are not strong enough, the focus should be on improving them overall rather than imposing new ones solely for a specific project.

If a partner's financial procedures are not strong enough, it is generally more effective to focus on improving them overall rather than imposing new ones solely for the specific project under the partnership. This is because financial procedures are an important aspect of any organisation›s overall operations and improving them can help to ensure that resources are used in an effective and transparent manner.

To improve financial procedures, it may be necessary support the organisation to self-assess its current systems and controls, identify any weaknesses or gaps, and develop a plan to address them. This could involve implementing new policies and procedures, strengthening internal controls, or providing training and support to staff to help them understand and follow the new procedures.

It is important to involve key stakeholders, such as staff, board members, and donors, in this process, as they can provide valuable insights and perspectives, and can help to ensure that the new procedures are practical and effective. By focusing on improving financial procedures overall, rather than imposing new ones solely for a specific project, it is possible to create a stronger, more sustainable foundation for the organisation›s operations, which can benefit all of its activities, not just the project itself.

12. When international agencies act as intermediaries for a donor, they should not add any further constraints or restrictions beyond those imposed by the donor.

Donors should make any restrictions they impose and the rationale for them public and actively monitor intermediaries to ensure they do not add additional ones. This is because such constraints or restrictions can create unnecessary burdens and limitations for local/national organisations and can undermine the effectiveness and sustainability of development projects.

If the donor›s restrictions are obviously counter-productive, it may be appropriate that the international agency to advocate for greater flexibility. This could involve discussing the restrictions with the donor and providing evidence-based arguments for why they may be counterproductive.

Eliminating any further unnecessary restrictions helps to ensure transparency and accountability in the use of development resources and can also help to build trust and confidence among local/national organisations and other stakeholders.

13. National and local partners should be invited to attend donor meetings with their international partner agencies.

It is generally a good practice for national and local partners to be invited to attend donor meetings with their international partner agencies. This direct contact with donors can facilitate open communication and build trust for future funding, as it creates rooms for local organisations to have direct contact with donors and to share their perspectives and concerns directly.

At the same time, inviting national and local partners to attend donor meetings can also be beneficial for donors, as it allows them to hear directly from local organisations about issues that are important to them. This can ensure that development resources are utilized in a way that is responsive to the needs and priorities of the local community, that greater transparency and accountability are promoted, and that stronger, more equitable partnerships are fostered.

14. When donors rely on intermediaries to manage multiple contracts on their behalf, they should actively seek out capable, impartial, and widely respected national, local, or regional entities to fill this role or encourage the creation of such entities.

This is because such entities are likely to have a strong understanding of the local context and the needs and priorities of the community and can therefore be well positioned to effectively manage and coordinate the various contracts. By actively seeking out such entities to serve as intermediaries, donors can help to ensure that development resources are used in a way that is responsive to the needs and priorities of the community and can also help to promote greater sustainability and self-sufficiency over time.

In cases where suitable national, local, or regional entities do not already exist, donors may want to consider encouraging the creation of such entities. This could involve providing funding or other support to help such entities get established and become operational. By supporting the creation of such entities, donors can help to strengthen the capacity of local organisations and communities to take a more active role in development efforts, and can also help to foster stronger, more equitable and localised partnerships.

15. Where donors fund bilaterally, they should encourage international agencies to submit proposals that include a "Localisation plan" as well as a growing number of proposals with local/national organisations in the lead and international ones in a supporting & reinforcing role.

Such a "Localisation Plan" should outline how the project will be designed and implemented in a way that promotes the involvement and empowerment of local/national organisations and communities. By encouraging the inclusion of localisation plans and the submission of proposals with local/national organisations in the lead, donors can help to foster stronger, more equitable partnerships between international and local organisations, and can also help to ensure that development resources are used in a way that is responsive to the needs and priorities of the local context.

In fact, there has been a growing trend among donors to encourage such proposal/collaboration structures. This localised approach shifts the balance of power and resources towards local/national organisations and communities, while also strengthening the capacity of local organisations and communities to take a more active role in development efforts.

16. In general, partnering relationships should be fully transparent about project and program budgets, and compelling justification is required for any exceptions to this.

Including this type of budgetary transparency as an "open book" policy can help to ensure that resources are used in an effective and accountable manner. This means that all parties involved in the partnership should have access to information about the budget, including how funds are being allocated and used.

In some cases, there may be legitimate reasons for making exceptions to this general principle of transparency, such as to protect the confidentiality of sensitive information. However, in such cases, it is important that compelling justification is provided for the exception, and that all parties involved in the partnership are aware of the reasons for it.

Doing so will allow partnering relationships to foster greater trust and confidence among all parties involved, and to ensure that development resources are used in a way that is consistent with the values, expectations and priorities of the local community.

17. Local/national organisations are aware that international budgets have different cost structures than their own, but having access to the full budget allows them to suggest areas where greater cost-effectiveness can be achieved.

When local/national organisations have access to the full budget of a development project or program, they are in a better position to suggest improvements on cost-effectiveness. This is because they have a strong understanding of the local context and the needs and priorities of the community and can therefore provide valuable insights and perspectives on how resources can be used most effectively.

At the same time, it is important to recognise that international budgets may have different cost structures than those of local/national organisations. For example, international organisations may have higher overhead costs due to their larger size and more complex operations and may also face different types of risks and challenges that need to be considered when allocating resources.

18. Local/national organisations› contributions in cash, kind, or through voluntary time investment should be included in the accounts and financial reporting to reflect the true cost and contributions of a collaborative action.

Including such contributions in the accounts and financial reporting can help to ensure that the true cost and value of the project or program are acknowledged and can also help to promote greater transparency and accountability. This contributes to building trust and confidence among all parties involved in the partnership and can also help to ensure that development resources are used in a way that is responsive to the needs and priorities of the local community.

By recognising and valuing the contributions of local/national organisations, it is possible to foster stronger, more equitable partnerships, and to promote greater sustainability and self-sufficiency over time.

19. When different international agencies collaborate with the same local/national organisation, they should try to harmonise reporting and accounting procedures and formats to increase efficiency and reduce the burden of paperwork.

Harmonising reporting, accounting procedures and formats can help increase efficiency and reduce the burden of paperwork for the local organisation and can also help to ensure that the various agencies are working from a common set of guidelines and standards.

To do so, it may be necessary to assess the current systems and processes of each agency, identify any areas of overlap or duplication, and develop a plan to streamline and standardise them. This could involve implementing new policies and procedures, providing training and support to staff, or using technology and other tools to automate and simplify the reporting process.

By harmonising reporting and accounting procedures and formats, international agencies can help foster stronger, more effective partnerships with local/national organisations, and can also help ensure that development resources are used in a way that is consistent with the values and priorities of the local community.

20. One of the main goals of international agencies operating in another country should be to reduce the financial dependence of local/national organisations on international funding and increase their financial stability. To achieve this, they should not only help local partners secure funding from mainstream international donors but also develop strategies for increased and more regular domestic revenue generation.

There are several ways in which international agencies can help local/national organisations achieve this. For example, they can collaborate to create enabling legislation that makes it easier for local organisations to access domestic funding sources, or they can work with the government to explore ways to finance a national capacity for crisis preparedness and response from public revenue.

By helping local/national organisations to increase their domestic revenue generation, international agencies can help to promote greater sustainability and self-sufficiency over time and can also help to strengthen the capacity of local organisations to manage their own finances effectively. This can in turn help to foster stronger, more equitable partnerships between international and local organisations, and can also help to ensure that development resources are used in a way that is responsive to the needs and priorities of the local community.

Conclusion

Fundraising is a critical component of localisation efforts in Lebanon, which is essential for the sustainability and success of many organisations, whether they are local/national or international. Effective fundraising is important to secure the financial resources needed to support their operations and achieve their goals. L/NNGOs and international actors agreed that quality fundraising should include locally driven plans, co-managed pooled funds, flexible management fees, essential resources, and equitable partnerships, among others. Overall, fundraising should be approached in an ethical, transparent, and effective manner to build trust and confidence among all stakeholders, ensuring resources are used responsibly and effectively, and most importantly, are locally-led.

COMPONENT 4

COORDINATION

Introduction

Coordination in the context of localisation of aid refers to the process of working with and involving local civil society organisations in the planning and implementation of aid projects in their communities. This can include NGOs, community-based organisations, and other groups that are working to address local needs and issues. Coordination with civil society can help ensure that aid projects are tailored to the specific needs and priorities of the community, and that they are implemented in a way that is sustainable and respectful of local culture and traditions. It can also help strengthen the capacity of local organisations and empower communities to take an active role in their own development.

Methodology

For the coordination component, the LTF relied on a series of workshops and roundtables during the last quarter of 2022. The first one was a roundtable attended by 20 different local and national civil society actors, where challenges and recommendations were discussed. Findings from these activities were then used to facilitate a roundtable with L/NNGOs and international actors (donors, UN agencies, and INGOs).

The roundtable discussion around the topic of "Coordination" joined multi-stakeholder groups with guest speakers from donors, UN agencies, and INGOs. The discussion focused on the main points raised by the Local and National CSOs following a series of workshops and discussions such as:

- How to increase LNNGOs participation and capacity: What incentives and accountability mechanisms can be put in place to ensure proper coordination?
- Several coordination mechanisms exist in Lebanon, but their visibility and accessibility could be improved. Should new coordination mechanisms be developed? Should existing ones be empowered and improved?
- How to ensure the (self-) sustainability of coordination mechanisms?
- How to ensure timely information sharing for optimal coordination?
- Legitimate leadership in coordination.
- What role should donors and INGOs have in the coordination mechanisms?
- What role should local CSOs have in the UN / 3RF coordination mechanisms?
- What are the most important criteria for a successful coordination mechanism?
- How can we envision area-based coordination?

During this roundtable, L/NNGOs shared their recommendations and challenges, and international actors were allowed to present their practices, progress, and challenges towards materialising these recommendations.

Recommendations

1. Map the coordination mechanisms in Lebanon and their work to avoid overlap and try to merge/reduce coordination mechanisms to be more efficient.

To map the civil society coordination mechanisms in Lebanon, you could follow these steps:

a) **Identify the key players:** Begin by identifying the main actors involved in civil society coordination in Lebanon, including NGOs, community-based organisations, and other groups.
b) Determine the scope of the mapping exercise: Decide what you want to focus on in your mapping exercise, such as a specific sector or issue area.
c) **Gather information:** Research and gather information on the various actors and coordination mechanisms that are in place in Lebanon. This can involve conducting interviews, reviewing documents and reports, and accessing online resources.
d) **Analyse and organise the information:** Once you have collected the information, analyse it to identify trends and patterns, and organise it in a way that is useful and relevant to your mapping exercise.
e) **Present the findings:** Present the findings of your mapping exercise in a clear and concise manner, using charts, maps, or other visual tools to illustrate your points.
f) **Share the results:** Share the results of your mapping exercise with relevant stakeholders, such as other civil society organisations, government agencies, and donors. This can help to inform and improve coordination efforts in Lebanon.

2. Focus on the sub-national coordination through communication between partners who are implementing on the ground to coordinate.

Sub-national coordination of civil society in Lebanon refers to the process of coordinating and collaborating with CSOs at the sub-national level, such as at the city or regional level. This can involve working with local NGOs, community-based organisations, and other groups to address specific issues or needs within a particular area.

Effective sub-national coordination of civil society can ensure that aid and development projects are tailored to the specific needs and priorities of a particular community, and that they are implemented in a way that is sustainable and respectful of local culture and traditions. It can also help strengthen the capacity of local organisations and empower communities to take an active role in their own development.

To facilitate sub-national coordination of civil society in Lebanon, it is crucial to establish clear channels of communication and build strong partnerships with local organisations. It may also be useful to provide capacity strengthening support to local groups, and to foster transparency and accountability in the coordination process.

3. Create a guideline with clear instructions regarding information sharing (which information is considered safe to share, which language should the information be written in, organisational transparency guidelines to regulate how the information is used, possible MoUs between the organisations ensuring mutual information sharing)

Here are some guidelines that can help facilitate effective information sharing when coordinating civil society in Lebanon:

- Establish clear and agreed upon protocols for information sharing: Make sure that there is a clear understanding among all parties involved about how information will be shared and how it will be used.

Protect sensitive information: Make sure to protect sensitive or confidential information and ensure that it is only shared with individuals or organisations that have a legitimate need to know.

Promote transparency and accountability: Ensure that information is shared in a transparent and accountable manner, and that it is made available to all relevant stakeholders.

Use appropriate communication channels: Choose the most appropriate communication channels for sharing information, considering factors such as the type of information being shared, the audience, and the level of sensitivity.

Encourage open and honest communication: Foster an environment of open and honest communication and encourage all parties to share information openly and honestly.

Respect the rights and preferences of individuals: Make sure to respect the rights and preferences of individuals regarding their personal information and seek their consent before sharing it.

4. Start involving the municipalities in order to coordinate the work in every area of local actors.

Involving municipalities in the coordination of civil society can be an effective way to ensure that aid and development projects are tailored to the specific needs and priorities of a particular community, and that they are implemented in a way that is sustainable and respectful of local culture and traditions.

To involve municipalities in the coordination of civil society, you could follow these steps:

Identify key municipalities: Identify the municipalities that are relevant to the aid or development project and that have the potential to be involved in the coordination process.

Engage with municipal leaders: Engage with municipal leaders, such as mayors or council members, to understand their perspectives and priorities, and to discuss potential ways in which they could be involved in the coordination process.

Establish partnerships: Establish partnerships with municipal governments and work together to develop plans and strategies for coordinating with civil society organisations.

Facilitate communication and information sharing: Facilitate communication and information sharing between municipalities and civil CSOs and encourage open and transparent dialogue.

Support capacity strengthening: Provide support to municipalities to strengthen their capacity to engage with and coordinate with civil society organisations.

Foster transparency and accountability: Ensure that there is open and transparent communication between municipalities, CSOs, and other stakeholders, and encourage all parties to be accountable for their actions.

5. Strengthen the capacities of the local organisations (when it comes to coordination, communication skills are needed).

Strengthening the capacity of local organisations is an important step in establishing effective coordination mechanisms. Here are some ways to strengthen the capacity of local organisations:

Identify capacity strengthening needs: Identify the specific capacity strengthening needs in collaboration with the local organisation, based on a self-assessment of their current strengths and weaknesses.

Provide training and other CS support: Provide training and CS support to local organisations to help them strengthen the skills and knowledge they need to effectively coordinate with other groups. This can include training on topics such as project management, communication, and conflict resolution.

Facilitate networking and collaboration: Facilitate networking and collaboration among local organisations, as this can help them learn from each other and build upon their collective strengths.

Provide resources and support: Provide local organisations with the resources and support they need to carry out their work effectively, such as funding, equipment, and technical assistance.

Encourage participation and leadership: Encourage local organisations to take an active role in the coordination process and support their leadership and decision-making.

Foster a culture of continuous learning and improvement: Encourage local organisations to embrace a culture of continuous learning and improvement and provide opportunities for them to learn and grow over time.

6. Assign coordination focal points within the organisation. It can be a dedicated capacity or an individual or many that allocate some of their time for coordination efforts.

Assigning coordination focal points can be an effective way to ensure that coordination efforts are well organised and effectively managed. Here are some steps you can follow to assign coordination focal points:

Identify the key coordination tasks: Identify the key tasks that need to be coordinated and determine which organisations or individuals will be responsible for each task.

Assign a coordination focal point for each task: For each task, assign a coordination focal point who will be responsible for coordinating the efforts of different organisations or individuals to ensure that the task is completed effectively.

Clearly communicate the roles and responsibilities of coordination focal points: Clearly communicate the roles and responsibilities of coordination focal points to all relevant parties, and make sure that they understand what is expected of them.

Provide support and resources to coordination focal points: Provide coordination focal points with the support and resources they need to carry out their responsibilities, such as training, equipment, and funding.

Monitor and evaluate the effectiveness of coordination focal points: Monitor and evaluate the effectiveness of coordination focal points and make any necessary adjustments to ensure that they can effectively fulfil their roles.

Foster a culture of collaboration and coordination: Foster a culture of collaboration and coordination among all parties involved in the coordination process and encourage open and transparent communication.

7. Regarding communication gaps on the two levels (donors & LNNGOs level, national level):

Donors & LNNGOs: conduct bi-yearly coordination with the donors for LNNGOs to meet the donor's objectives and impact and for the donors to get familiar with the LNNGOs' concerns/demands and receive funds.

It can be beneficial for donors and LNNGOs to conduct bi-yearly coordination meetings, in which the LNNGOs can share their concerns and demands with the donors, and the donors can learn more about the LNNGOs› objectives and impact. At the same time, LNNGOs can learn more about the priorities and expectations of the donors and can work to align their activities and outcomes with those of the donors. Overall, bi-yearly coordination meetings can help to foster stronger, more equitable partnerships between donors and LNNGOs, to ensure that development resources are used in a way that is responsive to the needs and priorities of the local community and can also help to promote greater transparency and accountability.

Conclusion

This chapter discusses coordination in the context of localisation in Lebanon. Coordination is about working with and involving local civil society organisations in the planning and implementation of projects in their communities. It ensures that funds are tailored to the specific needs and priorities of the community, and that they are implemented sustainably and respectfully of local culture and traditions. The chapters offers recommendations to improve coordination, including mapping coordination mechanisms in Lebanon to avoid overlap, focusing on sub-national coordination through communication, and creating guidelines for effective information sharing.

Benchmarks

It is up to each concerned stakeholder to decide on the recommendations they can adopt within their organisation. To do this, we recommend that each stakeholder develops a benchmark monitoring tool through the careful development of indicators and objectives.
Some examples can be:

1. Percentage of total fund that is being delivered through local organisations: This benchmark could be used to track the extent to which your organisation delivers projects through local organisations, as opposed to directly.
2. Number of local organisations that are receiving funding and support: This benchmark could be used to track the number of local organisations that are benefiting from an international organisation's support or localisation efforts.
3. Percentage of fund that is being delivered in line with local priorities: This benchmark could be used to track the extent to which fund is being delivered in a way that is consistent with the needs and priorities of local communities.
4. Percentage of fund that is being delivered through local supply chains: This benchmark could be used to track the extent to which the fund is supporting local businesses and economies by being delivered through local supply chains.
5. Percentage of fund that is being delivered in a transparent and accountable manner: This benchmark could be used to track the extent to which the fund is being delivered in a way that is transparent and accountable to local communities and stakeholders.
6. Number of local staff that are being employed by aid and development organisations: This benchmark could be used to track the extent to which local staff are being hired and trained to deliver aid.
7. Percentage of fund that is being delivered in a way that is culturally appropriate: This benchmark could be used to track the extent to which the fund is being delivered in a way that is sensitive to local cultural norms and values.
8. Percentage of fund that is being delivered through community-led initiatives: This benchmark could be used to track the extent to which projects are delivered through initiatives that are led by local communities, rather than being imposed from the outside.
9. Percentage of fund that is being delivered through participatory decision-making processes: This benchmark could be used to track the extent to which local communities are involved in the planning and decision-making processes related to the delivery of projects.
10. Percentage of fund that is being delivered through decentralised structures: This benchmark could be used to track the extent to which projects are being delivered through decentralised structures, such as local offices or committees, rather than through a central authority.
11. Number of capacity strengthening initiatives for local organisations: This benchmark could be used to track the number of initiatives that are being implemented to strengthen the capacity of local organisations to deliver projects.

12. **Percentage of fund that is being delivered through innovation and experimentation:** This benchmark could be used to track the extent to which fund is being delivered through innovative and experimental approaches, and to identify best practices that can be scaled up.

13. **Percentage of fund that is being delivered through interventions that have a long-term, sustainable impact:** This benchmark could be used to track the extent to which the fund is being delivered through interventions that have a lasting, sustainable impact, rather than being short-term or temporary fixes.

14. **Percentage of fund that is being delivered in a way that promotes local ownership and leadership:** This benchmark could be used to track the extent to which projects are being delivered in a way that promotes local ownership and leadership, and that empowers local communities to take charge of their own development.

15. **Percentage of fund that is being delivered through interventions that build resilience:** This benchmark could be used to track the extent to which the fund is being delivered through interventions that help to build the resilience of local communities, and that prepare them to withstand future shocks and challenges.

Conclusion

This Localisation Framework for Lebanon highlights key findings and recommendations that stakeholders can adopt to advance the localisation agenda in Lebanon. Although it lists numerous ways individuals and organisations can promote locally led responses, it is still words on paper and should be accompanied by a collective commitment and momentum to advance these recommendations and others.

Additionally, addressing barriers to localisation requires more than just better strategies and efforts. It poses an existential question about the future of the sector. Are international actors willing to cede leadership not just to local actors but to the communities we all serve, and if so, how? Are international actors willing to take on more limited technical roles? And, are international actors willing to abandon traditional approaches and support locally driven solutions developed by the communities themselves?

Annex 1: Global Initiatives on Localisation

1. GRAND BARGAIN

The Grand Bargain is a commitment to enhance transparency and decision-making in the humanitarian aid sector through the implementation of a shared open-data standard and common digital platform. The International Aid Transparency Initiative (IATI) is proposed as the most advanced option for the shared open-data standard. Aid organisations and donors commit to publishing timely, transparent, harmonised, and open high-quality data on humanitarian funding within two years of the 2016 World Humanitarian Summit in Istanbul, using appropriate data analysis, improving the digital platform and engaging with the open-data standard community, and supporting the capacity of all partners to access and publish data. Additionally, the Grand Bargain commits to providing more support and funding tools for local and national responders by increasing multi-year investments in their institutional capacities, removing barriers to partnering with them, supporting and complementing national coordination mechanisms, achieving a global, aggregated target of at least 25% of humanitarian funding to local and national responders by 2020, developing a ‹localisation› marker to measure funding to local and national responders, and making greater use of funding tools that increase assistance delivered by local and national responders.

The Grand Bargain signatories decided to continue pursuing its objectives and expand its strategic outreach, endorsing the Grand Bargain 2.0 Framework and Annexes at the Annual Meeting in June 2021. The Facilitation Group announced the appointment of Jan Egeland as the new Eminent Person, taking over from Sigrid Kaag. The Grand Bargain 2.0 Framework and Annexes were developed through a participatory and inclusive process, including consultations with signatories and non-signatories. The Facilitation Group also sought input from ODI, who had experience leading the Grand Bargain Annual Independent Reviews.

The ten workstreams of Grand Bargain 2.0 are:
1- Greater Transparency
2- Local and National Responders
3- Cash-based Assistance
4- Reduce Management Costs
5- Needs Assessments
6- Participation Revolution
7- And 8 – Quality Funding
9- Harmonised and Simplified Reporting Requirements
10- Strengthening Engagement Between Humanitarian and Development Actors

Link: https://interagencystandingcommittee.org/grand-bargain

2. CHARTER 4 CHANGE OF SIGNATORY INGOs

The Charter 4 Change of Signatory INGOs is a commitment by international non-governmental organisations (INGOs) to increase the role of southern-based national actors in humanitarian response by implementing changes in their own ways of working. The 8 point Charter for Change includes increasing direct funding to southern-based NGOs for humanitarian action, reaffirming the principles of partnership, increasing transparency around resource transfers to southern-based national and local NGOs, stopping the undermining of local capacity, emphasising the importance of national actors, addressing subcontracting, providing robust organisational support and capacity strengthening, and communication to the media and the public about partners. Southern-based NGOs who are working in partnership with international NGOs also endorse and support this Charter for Change and will hold their international NGO partners accountable for it. The goal is to implement these changes by May 2018.

Link: https://charter4change.org/

3. The Near Network:

NEAR (Network for Empowered Aid Response) is a movement of Local and National Civil Society Organisations (CSOs) from the Global South rooted in communities who share a common goal of promoting a more dignified humanitarian and development system. As a consortia of local organisations, NEAR wishes to see local actors at the centre of all humanitarian action, in a system where local communities are empowered agents of change with the capacity to address the challenges that impact their own, and focuses on genuine local participation at all levels of development and disaster management, to ensure effective aid is delivered to people in need.

The NEAR Network works mostly in the areas of advocacy and influencing, promoting innovative practices, and managing the "Change Fund" which provides funding to NEAR members in humanitarian response projects in multiple countries.

Link: https://www.near.ngo/

4. Others:

- The Global Humanitarian Platform: This is a global network of humanitarian organisations that aims to increase the role of local and national actors in humanitarian response through the principles of partnership, equality, transparency, results-oriented approach, responsibility, and complementarity.
- The International Aid Transparency Initiative (IATI): This is a global initiative that aims to increase transparency in the aid sector by publishing information about aid activities in an open and comparable format.
- The Global Alliance for Humanitarian Innovation: This is a global initiative that aims to support the development of new technologies and approaches to humanitarian action that increase the role of local and national actors.
- The Local to Global Protection Initiative: This is a global initiative that aims to increase the role of local organisations in the protection of civilians in situations of armed conflict by providing funding, technical support, and capacity strengthening to local organisations.
- The Humanitarian Coordination and Localisation (HCL) project: This is a global initiative that aims to increase the role of local actors in humanitarian coordination by strengthening the capacities of local organisations and promoting their participation in decision-making processes.
- The Global Partnership for Humanitarian Impact Investment: This is a global initiative that aims to increase the role of local organisations in humanitarian response by providing investment and technical assistance to local organisations to support the development of sustainable, locally driven solutions to humanitarian challenges.
- Global Summit of National and Local Humanitarian Organisations: This is a global initiative that aims to increase the role of local and national organisations in humanitarian response by providing a platform for national and local organisations to share their experiences and best practices, and to engage with key humanitarian actors.

Annex 2: Organisations and Stakeholders that Participated in the Development of the Localisation Framework for Lebanon

Organisation
360 Consulting
3RF – Lebanon Reform, Recovery, and Reconstruction Framework
ABAAD – Resource Center for Gender Equality
ACTED
Agence Francaise de Developpement (AFD)
Ajwad
Ajwad Organization
Akkar Network for development
Akkarouna
Al Daleel Association
Al Hadatha Organization
Al Islah And Taahil Beneficenve Lebanese Association
Al Majmoua
Al Younbouh Association
Alawite Islamic Charity Association (AICA)
Alfanar
Alissar
Ambassade de France
Amel Association International
Akkar Network for Development (AND)
Anera – American Near East Refugee Aid
arcenciel
Arche NoVa
Arab Recourse Center for Popular Art - ARCPA
Association Des Junes Islamiques (ADJI)
Association Libanaise pour la Promotion Humaine et l›Alphabetisation- ALPHA
Association Najdeh
AUB NGO Initiative (NGOi)
Beirut Heritage Initiative
Beit el Baraka
Bioforce
Blue Mission Organization
Cana Youth Association
CARE International
Caritas Lebanon
Central Administration of Statistics - CAS
Catholic Relief Services
Cenacle de la Lumière (CDLL)
Cedar Gate Fund - CG Fund
CEDARS FOR CARE
Chamber Of Commerce Industry and Agriculture in Tripoli and North Lebanon
Chamber of Commerce, Industry and Agriculture of Zahle and Bekaa
Charity Mission
Centre Libanais des Droits Humains (CLDH)
Common Effort Organization
Concern Worldwide
Coolrite Building, 43 Jal El Dib Highway (seaside), Beirut, Lebanon
COSV
DanChurchAid (DCA)
Danish Embassy in Beirut
Danish Refugee Council - DRC
Danmission
Development for People and Nature Association (DPNA)
Diakonia
Digital Opportunity Trust Lebanon (DOT)
Danish Refugee Council (DRC)
Ecumenical Disability Advocates Network (EDAN)
Enta Karim
Empowerment and Statistical Studies Center - ESSC
EU Delegation to Lebanon
European Regional Development Protection Program (RDPP)
Expertise France
Fair Trade Lebanon (FTL)
Fakrbeghayrak فكر بغيرك
Farah Social Foundation
FHI360
forum Civil Peace Service (forumZFD)
French Embassy-Rue de Damas
Friends in Need Association for Deaf
Frontline Engineers
Forum for the Rights of Persons with Disabilities (FRPD)
Generous Hand Organization
German Embassy in Beirut
Hand to Equip learn &Protect (H.E.L.P)
Helpage
Himaya
Himaya Daeem Aataa (HDA)
House Of Literature and Science
Ibad Al-Rahman
I'mpossible
INJAZ LEBANON
International Rescue Committee (IRC)
Irshad & Islah
Just.Childhood Association
Karagheusian Association
Kayany Foundation
Konsult. s.a.r.l
Leading Hands
Lebanese Alternative Learning
Lebanese Foundation for Permanent

Civil Peace
Lebanese League for Women in Business (LLWB)
LebRelief Council
Lebanon Humanitarian and Development NGOs Forum (LHDF)
Lebanon Humanitarian INGO Forum (LHIF)
Linear Lines
Live Love Lebanon (LLL)
Localised - Management Consulting
Lebanese Union for People with Disabilities (LUPD)
Lutheran World Relief (LWR)
Mada Association
Makhzoumi Foundation
Marsa
Masar association
MENA Organisation for Services Advocacy Integration and Capacity Building (MOSAIC MENA)
Mentor Arabia
Monitoring and Evaluation Program for Lebanon - MEPL
Mercy Corps
Michel Daher Social Foundation
Middle East Council of Churches - MECC
Min Ila
Mission Education
MOSAIC MENA
Mouvement Social
Migration Services and Development (MSD)
Myschoolpulse
NAHNOO
National Institution for Social Care and Vocational Training (NISCVT)
National Rehabilitation and Development Center
Norwegian Church Aid (NCA)
Netherlands Embassy in Beirut
North LEDA
Norwegian Refugee Council (NRC)
Orphan Welfare Organization
Organization for Safety and Sustainability (OSAS)
Our Lady of Hope
Out of the box
Project Association for Culture and Development
Regional Development and Protection Program - RDPP
Red Oak
Relational Ecology Center (REC)
RPS MENA
Ruwwad Al Tanmeya
Sa3ed Tas3ad
Sabaya aljabal akkar
Safadi Foundation
S.A.I.D.N.G.O
Sama for development
Save the Children International
Sawa for Development and Aid
shareQ NGO
SHiFT Social Innovation Hub
Society for Inclusion and Development in Communities and Care for All (SIDC)
Skoun
Social Work Spirit Association
Society St Vincent de Paul Lebanon
SPHERE Building Tomorrow - SBT
Spotlight Center for Law and Human Rights
Embassy of Switzerland in Lebanon
Tabitha for relief and development
Teach for Lebanon
Terre des Hommes Italy
The Lebanese Organization of Studies and Training LOST
The Lebanese Women Democratic Gathering - RDFL
Triumphant Mercy
Trocaire
UDL
United Nations Development Program (UNDP)
United Nations Children's Fund (UNICEF)
United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
US Agency for International Development (USAID)
Université Saint Joseph (USJ)
USPEaK
Utopia Organization
Welthungerhilfe (WHH)
Women Now for Development
Women›s Humanitarian Organization
World Vision in Lebanon
Al Hadatha Association
Al Dalil Association
جمعية بيت الاداب والعلوم
جمعية تفاؤل
جمعية سما للتنمية
جمعية صبايا الجبل عكار
مبادرون

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