

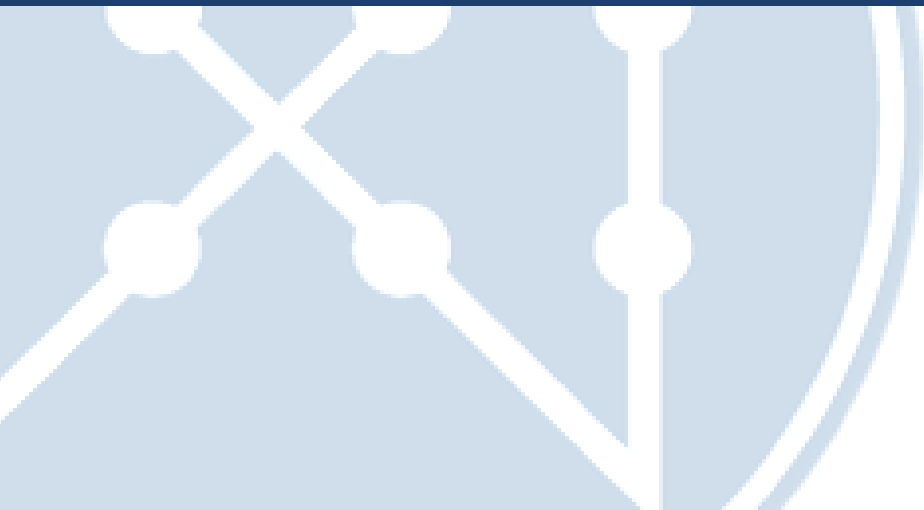


# National CSOs Consultation in Libya:

## Findings and Recommendations

September – November 2018

“Développement communautaire en Libye dans le contexte des mouvements migratoires mixtes” project  
funded by the French Ministry of Europe and Foreign Affairs



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# 1 INTRODUCTION & PROJECT INFORMATION

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Since 2011, Libyan Civil Society Organizations (CSOs), charities and activists have become more willing to address the local needs of their communities in collaboration with the Local Authorities (LAs). As the political situation remains uncertain at the national level, CSOs and LAs are key actors for the promotion of local development strategies addressing the needs of citizens, including the most vulnerable categories present in the community.

With the purpose of a general understanding of the civil society landscape across Libya, ACTED conducted a national CSO consultation between September and November 2018. By creating snapshot of the CSO landscape, it will strengthen the programming activities and support the ongoing projects. The present report summarizes the major findings of the 20 consultation sessions held and aims to provide a snapshot of the context in which CSOs operate as well as their areas of intervention, the challenges they face, and the type of support they need.

This activity was carried out within the framework of the project “Développement communautaire en Libye dans le contexte des mouvements migratoires mixtes” funded by The French Ministry for Europe and Foreign Affairs (MEAE). The purpose of this project is to empower civil society actors to actively participate in the local economic and social development of their territory. In particular the present project supports civil society organizations (CSOs) operating in 5 municipalities (Nalut, Zintan, Ghadames, Sharqya, Wadi Bawanees) through capacity building trainings and grants in order to enhance the impact of their work and better address the needs of vulnerable categories in the local community.

## 2 METHODOLOGY

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Between September and November 2018, ACTED AMEU and programme staff, with the support of external consultants in the locations where ACTED does not have an established presence, conducted 20 consultative sessions across the West, East and South of Libya. The consultation sessions were advertised locally and CSOs were invited to attend to share their experience, those that came were selected to be part of the survey. The locations covered were the following:

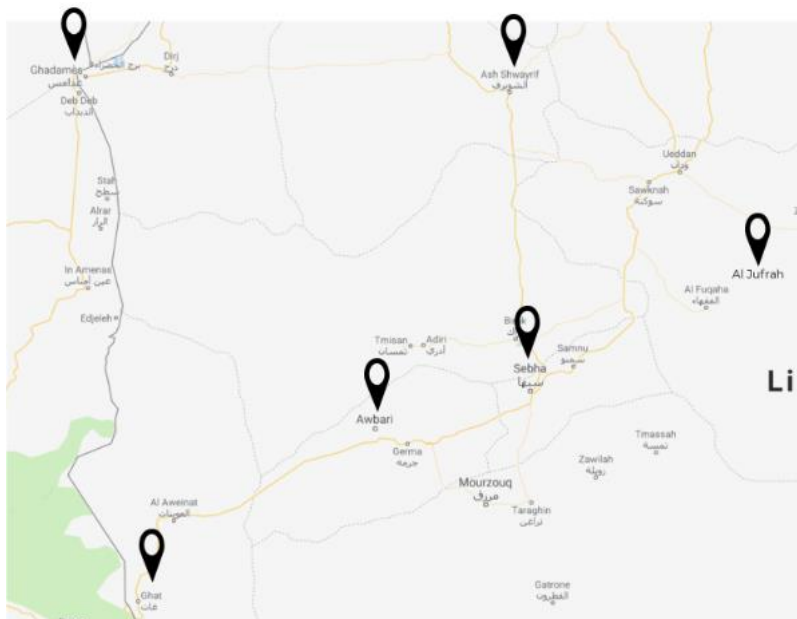
1. Tripoli (Tajura and surrounding area)
2. Tripoli (Janzour and surrounding area)
3. Zawiya (Harsha, Sorman, Sabratha)
4. Gharyan (Mizda, Nasmah, Arrabita)
5. Zintan (Alrujban, Kikla, Batten El-Jabal)
6. Jadu (Nalut, Yefren)
7. Ghadames
8. Ghat
9. Khoms (Qasr al-khiar, Zliten, Misrata)
10. Tarhuna (Bani Walid)
11. Sirte
12. Shwerif
13. Jufra
14. Sebha (Sharqya, Wadi Al Bawanis, Adiri Al Shatii, Brak)
15. Ubari
16. Benghazi and surrounding area
17. Ajdabiya (Ras Lanuf, Gulf of Sidra)

18. Awjila (Oasis), Tarzirbu, Jalo
19. Tobruk
20. Bayda (Jabal al Akhdar)

## East



## South



[illegible]

## 2.1 LIMITATIONS AND CHALLENGES

ACTED | 3

## 3 FINDINGS

### 3.1 SWOT ANALYSIS

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The SWOT (**S**trength, **W**eakness, **O**pportunities, and **T**hreats) analysis was conducted in all the consultation sessions held across Libya. The purpose of the exercise was to give CSOs' representatives a clearer objective and a better idea of what strategic direction to go in, as well as an idea of what issues will need to be dealt with. The chart below shows the most common responses given by the participants during the sessions.

#### ***S***trength

- ❖ Strong social relations
- ❖ Volunteerism spirit of the society
- ❖ Support of the Media
- ❖ Good reputations of the CSOs
- ❖ Freedom of action
- ❖ Flexibility

#### ***W***eakness

- ❖ Lack of capacities
- ❖ Weak management, strategic planning, organizational structure
- ❖ Poor coordination
- ❖ Lack of platforms and networks to facilitate knowledge sharing and exchange of information
- ❖ Financial constraints
- ❖ Lack of physical assets
- ❖ Poor culture of civil society and humanitarian principles
- ❖ Lack of experience in advocacy and media outreach
- ❖ Gender inequality especially in small cities

#### ***O***ppportunity

- ❖ Youth
- ❖ Media coverage for CSOs activities
- ❖ Presence of international oil companies in the South that could be seen as a potential source of funding from the private sector
- ❖ High level of education in different sectors
- ❖ Partnership public private to support civil society organizations
- ❖ The improvement of internal security that will encourage international organizations to be back in the country
- ❖ Social media that can help CSOs in linking with international organizations and donors
- ❖ Women participation

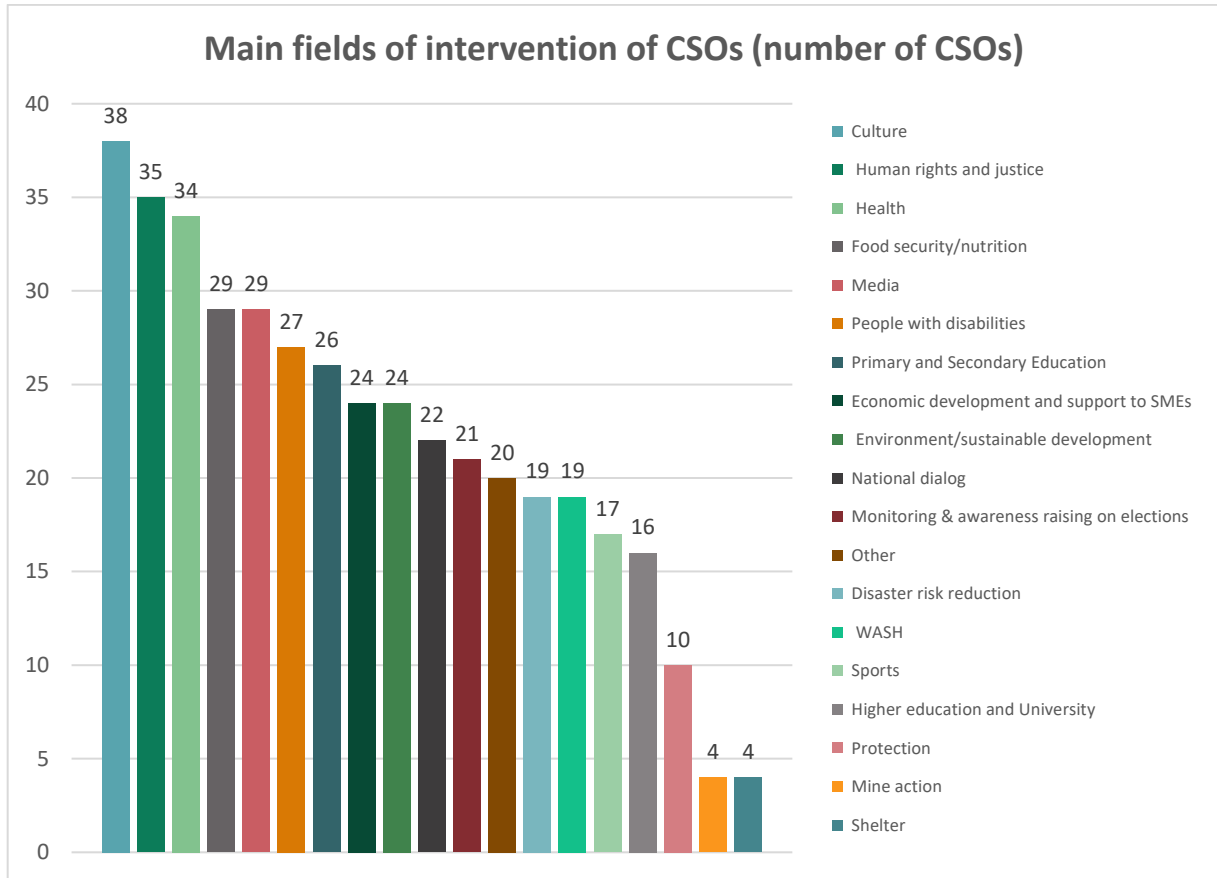
#### ***T***hreats

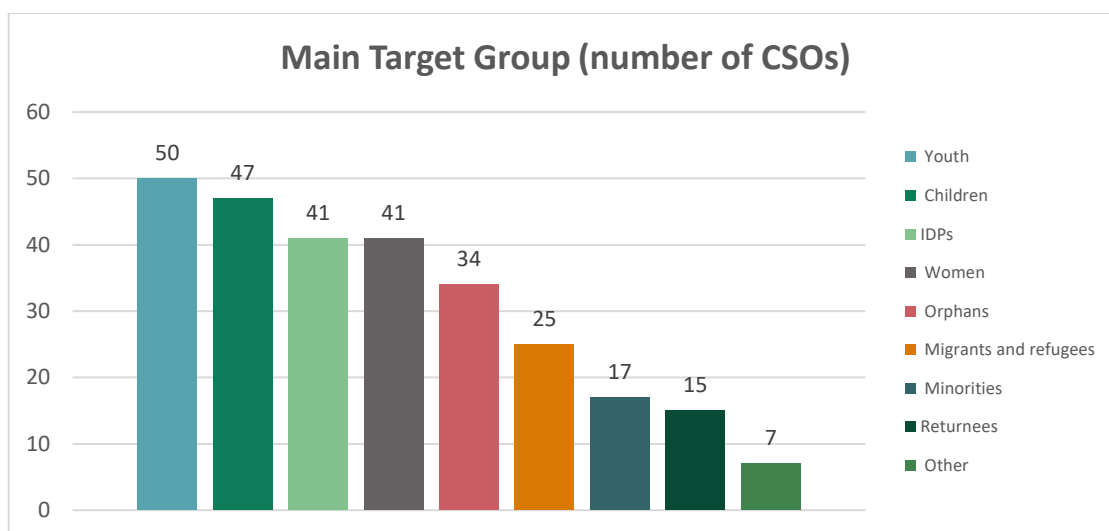
- ❖ Lack of support from government institutions and local authorities
- ❖ Bias against civil society organizations
- ❖ Lack of a legal framework for the civil society sector
- ❖ The political and economic divisions across regions
- ❖ Volatile of the contexts
- ❖ Exposure in the South to robberies, kidnapping and extortions

## 3.2 PROFILE OF CSOS

### 3.2.1 MISSION OBJECTIVES

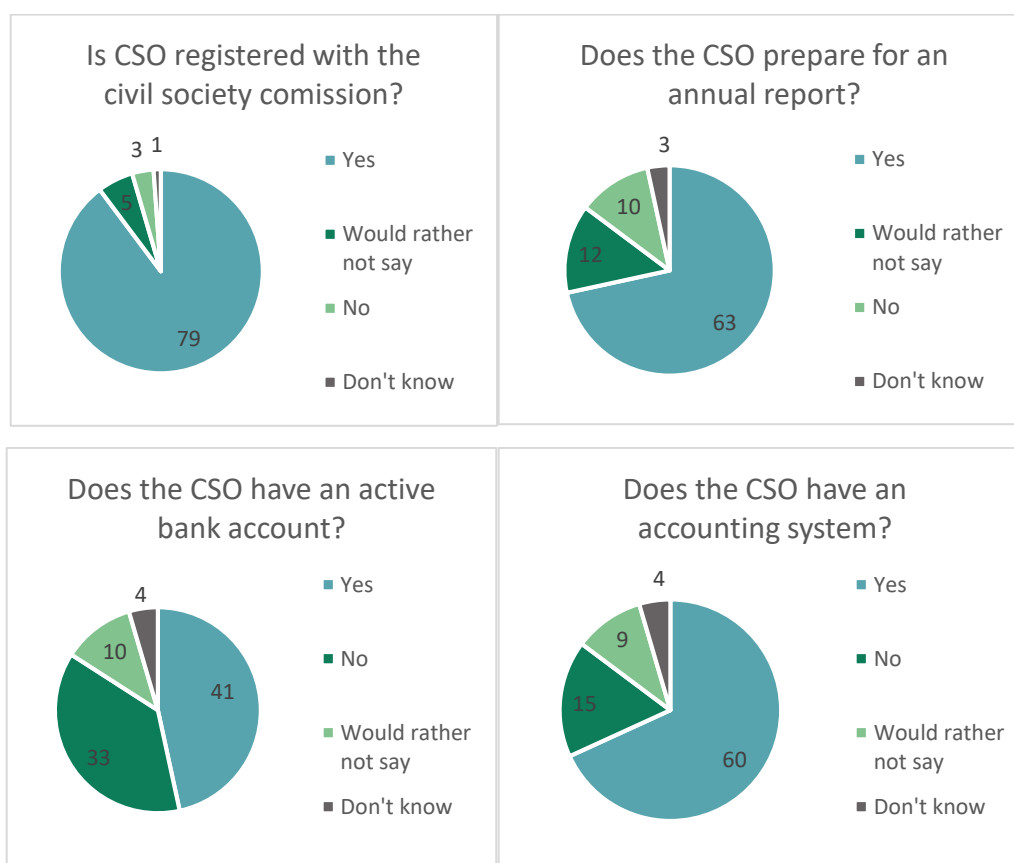
The following results are a summary of findings from the quantitative survey given to 88 CSO participants in the consultations. The most prevalent fields of intervention were in culture (43%), human rights and justice (39%), health (38%) and food security/ nutrition (32%). Youth (56%), children (53%), IDPs (47%) and women (46%) were the most common target groups for CSOs surveyed. To be noted that CSOs could intervene in more than one field and work with multiple target groups.





### 3.2.2 ADMINISTRATION AND ACCOUNTING

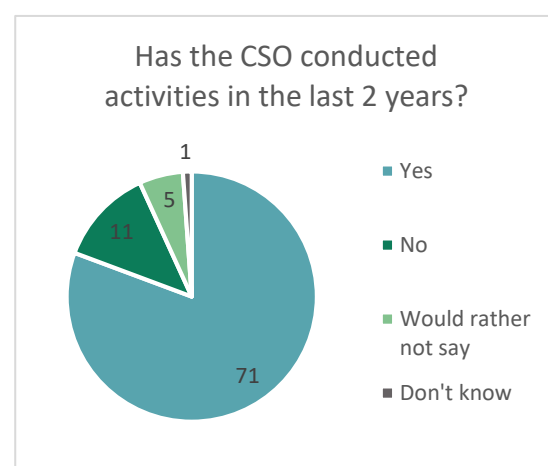
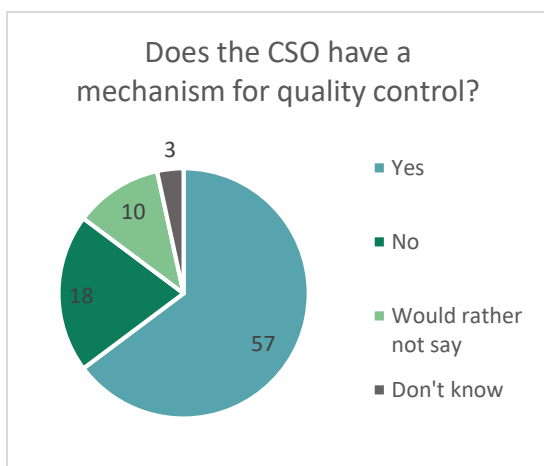
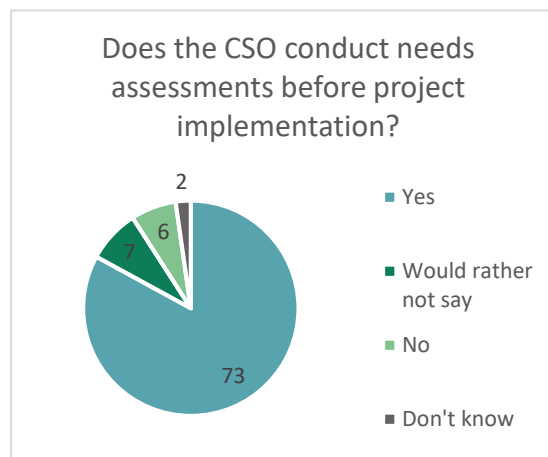
Within the consultation, the quantitative survey identified a number of key issues related to the CSOs' capacity and operation. Select findings are presented below, by number of CSOs and response. The survey demonstrates that a large part of CSOs (90%) are registered with the civil society commission, however only 72% prepare an annual report. Furthermore, it is observed that many organizations in Libya do not use a formal financial system, for example, only 47% of CSOs have an active bank account and 68% use and accounting system.





### 3.2.3 PROJECT CYCLE MANAGEMENT

The survey also assessed the strengths and weaknesses of the organizations' project cycle management. Respondents have shown that needs assessment are a common procedure amongst CSOs, as 83% of respondents confirmed that they use this system. 81% CSOs have implemented a project within the past 2 years, showing a continuity of activity with civil society in Libya. The lack of a quality control mechanism is a weakness identified in this study due to only 65% of respondents able to claim that such a process exists within their organization.



## 4 FGDS

### 4.1 GENERAL FRAMEWORK

- Civil society organizations in Libya stem from the voluntary and charitable work carried out to respond to the most urgent needs of the population affected by the conflict. Gradually volunteer groups and charities evolved into more structured entities, such as Civil Society Organizations. However, the concept of civil society organization is still quite new to the Libyan context, thus leading to a lack of knowledge in how to define a CSO. CSOs also mentioned that this weak identity negatively impacted the implementation of their activities on the ground.
- CSOs generally count on a good level of acceptance from their communities, including local authorities and private institutions. However, it was highlighted that CSOs engaging with advocacy and awareness raising activities have a worse reputation compared to those who carried out charitable activities.
- It emerged also that the lack of information on the source of funding of CSOs and poor or inexistent transparency mechanisms related to the financial expenditures have generated a certain mistrust of private citizens towards the sector.

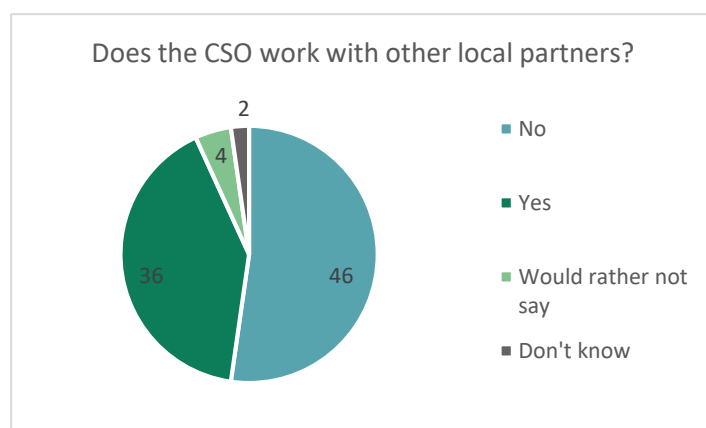
- The insecurity and volatility of the context, the protracted political and economic crisis, the lack of liquidity, and high prices of commodities are factors that contributed to the reduction of activities carried out by the CSOs.

## 4.2 TYPE OF SUPPORT NEEDED

- When asked about the type of support CSOs would like to receive, participants spoke of the need for capacity building programs that can strengthen their organizational structures, and the skills of their members with special reference to fundraising and project cycle management. CSOs also mentioned the lack of permanent physical spaces (offices) as an impediment to their work.

## 4.3 NETWORKING

- As regards to the interaction between civil society organizations, participants answered that there had been a good level of networking but starting from 2014, with the worsening of the political crisis, the ties between organizations progressively weakened. Partnerships were mentioned as the most popular form of networking among CSOs; it is worth noting that CSOs also look at the private sector for possible collaborations, in particular oil companies operating in the South which in their view can be supportive of development projects. CSOs also mentioned physical constraints such as power cuts, poor network coverage, and lack of internet in the South as obstacles to limit networking among themselves.



Currently CSOs perceive networking to be quite weak and highlighted that coordination and cooperation among themselves as generally poor. It is also interesting to note that where such networks among CSOs exist it is limited to the duration of a specific project and does not turn into a permanent mechanism for the improvement of CSOs' cooperation. CSOs also identified the lack of trust as a big obstacle to networking. CSOs fear that their ideas or projects can be stolen by other organizations and prefer not to share too much with organizations that operate in same area or

region. Regarding the collaboration and partnerships with international organizations, where they exist they are limited to the delivery of humanitarian assistance, trainings and capacity building, and awareness raising campaigns. CSOs highlighted that small CSOs with weak organizational capacity and structure (especially in the West and South) are discriminated against in the access to these partnerships and international organizations are not guaranteeing de facto equal opportunity.

- With local authorities, such as municipal councils, CSOs affirmed that collaboration is almost non-existent with few exceptions that were the result of a personal relationships between the CSO representative and the local authority counterpart. Among the reasons given for this lack of collaboration there are: misconceptions or bias on the role of CSOs, political divisions, a lack of legal framework for the regulation of civil society and not-for profit sector. In other cases, the collaboration between the CSOs and the municipal councils was forcefully established within the framework of projects funded by international organizations that de facto were infructuous and caused the failure of the projects.

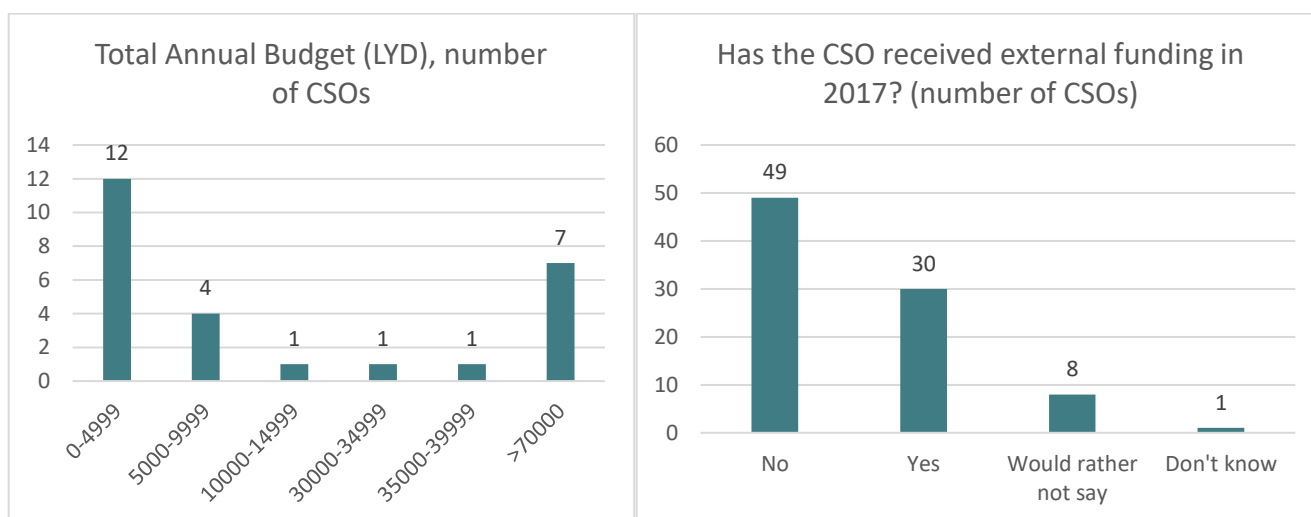
## 4.4 MEDIA

- Media play an important role in disseminating and communicating the work carried out by Civil Society Organizations. However, because the concept of civil society work is quite new to the Libya context even the media have difficulties in communicating properly and adequately the nature of the work carried

out by CSOs. Another major concern is the political affiliation of certain media channels which does not guarantee a free and independent media environment. CSOs try to navigate in such challenging situation using different strategies: appearing in all media channels to avoid any specific political affiliation, using exclusively the radio broadcasting system (that for some CSOs is perceived more independent), or using only Facebook and other social media. In terms of access to media, CSOs pointed out that in the South, they rely mainly on social media to communicate about their activities due to the lack of or poor communication networks. Therefore, CSOs would like to receive specific trainings for improving their communication strategies, including their abilities to use social media. According to the CSO consultation questionnaire conducted by ACTED, 89% of CSOs use social media to post about their activities.

## 4.5 FUNDING

- CSOs recognize the importance of fundraising for ensuring the continuity of their work. Lately the funds coming from governmental institutions have reduced and the protracted economic crisis is making it difficult for members of CSOs to guarantee funds through membership fees. Funds coming from international donors are accessible only to more structured and established CSOs that can count on human resources with higher technical and language skills. In this regard, CSOs pointed out that English language proficiency represents a significant barrier for reaching out to international organizations. Taking that into consideration, CSOs perceive the approach of international donors discriminatory and unfair. It is important to highlight the general sense of mistrust towards national and international organizations, and governmental entities (e.g. municipal councils) and according to CSOs, funds and grants are awarded without a fair and transparent process. It was also mentioned that CSOs receiving external funds may end up pursuing the interests of the donor.



\*Only 26 of the 88 CSOs were able to give us information regarding the annual budget

## 5 CONCLUSIONS

ACTED national CSOs' consultation provided a brief overview on the civil society landscape across Libya. Although civil society work has improved over the past few years, it is still associated to voluntarism and charity work and Civil Society Organizations do not have a full and deep understanding of the role they should play in the society. Despite a general sense of acceptance by their community, there exists a sense of mistrust by private citizens towards the work of Civil Society Organizations, mainly due to the lack of transparency in the management of their funds. In general, Local Authorities (e.g. municipal councils, cultural offices) are not supporting the work of CSOs. In the few cases where a form of collaboration or support is in place, it is the result

either of a political affiliation or a personal relationship between a member of the CSO and the representative of the Local Authorities. National authorities are also not adequately supporting the work of CSOs and in CSOs' view the Ministry of Education, the Ministry of Social Affairs and the Information Authority should play a more active role in spreading the culture of civil work and the promotion of active citizenship.

With reference to the type of support CSOs wish to receive, they would like to have more access to capacity building programs that will strengthen their competences and skills in different domains, including networking, fundraising and advocacy. Since Civil Society Work still has not a solid grounding in Libya, CSOs should be particularly supported and encouraged to exercise their legitimate role in the public life and advocate for the rights and causes they believe in. In the current situation CSOs are still fearing that working on certain topics will provoke a negative reaction from government authorities.

Civil Society Organizations recognize that they should expand their role and tackle also the socio-economic problems of the country. Youth should be more involved, representing a key driver for the growth and development of Libya. CSOs would benefit from better networking among themselves and a permanent platform or networking system would increase their capacity to influence key stakeholders, including government institutions.

## 6 RECOMMENDATIONS

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The following recommendations were made by the participants in the consultation sessions:

- International organizations should support Civil Society Organizations through capacity building programs and grants aiming at strengthening their organizational structure and their technical skills in different domains such as project cycle management, finance, fundraising and external communication. The access to external funds is a challenge especially for small CSOs and the creation of a web platform with information about funding opportunities and a database with all the potential donors would definitely help CSOs in their fundraising.
- To overcome the bias and misconception around civil work, CSOs should be supported in their effort to build solid and positive relationships with the local authorities.
- CSOs should be trained in the use of media that can be a key resource for communicating adequately the work carried out by Civil Society Organizations.
- The active participation of the civil society sector in public life should be encouraged and mechanisms should be in place to ensure the contribution of civil society actors to political debate and also in the drafting of laws and regulations on key topics, such as civil rights (freedom of opinion, freedom of assembly, right to information).
- The participation of women in civil society should be encouraged to support their contribution to peacebuilding. Evidence indicates that women participants in peace processes are usually focused less on the spoils of the war and more on reconciliation, economic development, education and transitional justice – all critical elements of a sustained peace.
- Considering the negative impact of a protracted internal conflict and the exposure of the population to different forms of violence during that time, more psychosocial support projects helping communities recovering from the trauma of a prolonged conflict should be implemented on the ground.

## 6.1 ANNEX

### CSO Consultation Quantitative Component

1. GENERAL INFORMATION معلومات عامة		
1.1. Name of ACTED staff conducting the survey اسم موظف أكتد القائم بالاستبيان	1.2. Municipality البلدية	
1.3. District/Mahallah المقاطعة/المحلة	1.4. Location of the CSO headquarter موقع مقر المنظمة الرئيسي	
1.5. Official name of the CSO الاسم الرسمي لمنظمة المجتمع المدني	1.6. Date of creation of CSO (DD/MM/YYYY) تاريخ إنشاء منظمة المجتمع المدني (اليوم/الشهر/السنة)	
1.7. Representative of the CSO interviewed for the survey اسم ممثل المنظمة الذي يتم سؤاله بالاستبيان		
1.9.1 Name الاسم	1.9.2 Position within the CSO مركزه بالمنظمة	
1.9.3 Phone number رقم الهاتف	1.9.4 E-mail البريد الإلكتروني	
1.10 What are your main fields of intervention, if any? (multiple answers possible) ماهي المجالات الأخرى المستهدفة، إذا كانت موجودة (اجابات متعددة مسموحة)		
<input type="checkbox"/> Primary and secondary Education التعليم الأساسي والثانوي	<input type="checkbox"/> Monitoring & awareness raising on elections مراقبة الانتخابات ونشر الوعي حولها	<input type="checkbox"/> Food security/nutrition تأمين الغذاء والتغذية
<input type="checkbox"/> Health الصحة	<input type="checkbox"/> Higher education and University التعليم العالي والجامعي	<input type="checkbox"/> Disaster risk reduction تقليل خطورة الكوارث
<input type="checkbox"/> Sports مجال رياضي	<input type="checkbox"/> Economic development and support to SMEs التنمية الاقتصادية ودعم المشاريع الصغرى	<input type="checkbox"/> People with disabilities الأفراد ذوي الإعاقة
<input type="checkbox"/> Environment/sustainable development التنمية البيئية	<input type="checkbox"/> Human rights and justice حقوق الإنسان والعدل	<input type="checkbox"/> Media الإعلام
<input type="checkbox"/> WASH المياه والصرف الصحي والنظافة الصحية الشخصية	<input type="checkbox"/> National dialog الحوار الوطني	<input type="checkbox"/> Protection الحماية
<input type="checkbox"/> Mine action نزع الألغام	<input type="checkbox"/> Shelter مأوى	<input type="checkbox"/> Other: أخرى
Culture مجال ثقافي		
1.11 What is are your main target group? (multiple answers allowed) ماهي الفئة المستهدفة من قبلكم؟ (اجابات متعددة مسموحة)		

<input type="checkbox"/> IDPs النازحين	<input type="checkbox"/> Returnees العائدون	<input type="checkbox"/> Migrants and refugees المهاجرين واللاجئين
<input type="checkbox"/> Women النساء	<input type="checkbox"/> Children الأطفال	<input type="checkbox"/> Minorities الأقليات
<input type="checkbox"/> Youth الشباب	<input type="checkbox"/> Orphans اليتام	<input type="checkbox"/> Other: أخرى

## 2 ADMINISTRATION

الإدارة

### 2.1. Legal status: Is your CSO registered in the civil society commission?

الوضع القانوني: هل منظمتمكم مسجلة لدى مفوضية المجتمع المدني؟

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> don't know	<input type="checkbox"/> Would rather not say
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### 2.2. How many volunteers does the CSO have? (people who takes part of activities but not members)

كم عدد المتطوعين بالمنظمة؟ (أفراد هم جزء من النشاطات ولكنهم ليسوا بأعضاء)

Man: رجل	Woman: مرأة	Total: المجموع
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### 2.3. Does the CSO prepare annual report (activity, financial...)?

هل تقوم المنظمة بإعداد تقارير سنوية (نشاطات, مالية)؟

<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> Don't know لا أعرف	<input type="checkbox"/> Would rather not say بالإجابة أحسن فقط
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## 3. ORGANIZATIONAL MANAGEMENT

الإدارة التنظيمية

### 3.1. How many paid HR/staff does the CSO has?

كم عدد الموظفين ذوي المرتبات لدى المنظمة؟

Man: رجل	Woman: مرأة	Total: المجموع
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## 4. FINANCIAL MANAGEMENT

الإدارة المالية

### 4.1. Does the organization have an active bank account (transfers in/out) at least for the past 6 months?

هل لدى المنظمة حساب مصرفي نشط (حوالات من وإلى) بأخر 6 أشهر على الأقل؟

<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا
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### 4.2. Does the organization have an accounting system?

هل لدى المنظمة نظام محاسبة دقيق؟

<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحسن فقط
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### 4.3. What was the total amount of the annual budget for 2017 (LYD)

ما هو المبلغ الإجمالي لميزانية 2017 بالعملة الليبية؟

<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحسن فقط
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## 5. PROJECT CYCLE MANAGEMENT (PCM)

دورة إدارة المشروع

### 5.1. Did the organization already conduct needs assessments before implementing activities?

هل قامت المنظمة بتقييم للاحتياجات قبل تطبيق النشاطات؟

<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحسن فقط
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### 5.2. Has the organization carried out/implemented any activities, projects and/or programs in the last 2 years? *هل طورت أي أنشطة، مشاريع أو برامج في السنتين الماضيتين؟*

<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحسن فقط
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<b>5.8. Has the CSO established a mechanism evaluate success of projects?</b> هل قامت المنظمة بخلق آلية لتقييم جودة تطبيق مشاريعها؟			
<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحتفظ
<b>6. EXTERNAL RELATIONS</b> العلاقات الخارجية			
<b>6.1. Has the organization received funding from external donors in 2017?</b> هل تلقت المنظمة دعم مادي من مانحين من الخارج؟			
<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحتفظ
<b>6.2. Is the organization present in the social media?</b> هل المنظمة موجودة بوسائل الاعلام الاجتماعية حاليا؟			
<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحتفظ
<b>6.3. Is the organization currently working with other local partners (INGOs, NGOs, or gov. organizations)?</b> هل المنظمة عضو في أي شبكة أو تحالف أو اتحاد يدفع باهداف مشابهة لرؤية ومهمة المنظمة؟			
<input type="checkbox"/> Yes نعم	<input type="checkbox"/> No لا	<input type="checkbox"/> don't know أعرف لا	<input type="checkbox"/> Would rather not say بالإجابة أحتفظ