



**Development Prospects
Forum in Lebanon**
“Unifying Visions and Enhancing Impact”
Beirut - May 10, 2025

General Overview of the Development Sector in Lebanon (2023-2025)

During the period 2023–2025, the development sector in Lebanon is facing an economic crisis. This has worsened due to the prolonged and severe impacts of the recent war. Despite international support and ongoing reform efforts, the country continues to face significant economic inflation, widespread poverty, and a lack of resources.

Moreover, there are pressing humanitarian needs, and the situation demands structural reforms. The challenges also extend to infrastructure damage and require an immediate humanitarian response.

The Humanitarian Situation and the Economic Crisis

Lebanon's gross domestic product contracted sharply by 58.1%, from about \$52 billion in 2019 to approximately \$21.8 billion in 2021, according to World Bank reports. The IMF anticipates a further contraction of 1.7% in 2024. Inflation reached 211% in 2024, accompanied by a 45.24% decrease in purchasing power. Around 74% of the population currently lives without adequate housing, a stark rise from 85% in 2019. The World Bank classified Lebanon as suffering from multidimensional poverty, with income levels at their lowest in 27 years.¹

In 2025, GDP growth is projected at 4.7%, driven by expected reforms and a rebound in tourism.² The IMF conducted technical discussions in May–June 2025 for an economic reform program intended to restore the sustainability of the banking sector and the overall fiscal system.³ Lebanon’s financial recapitalization needs are estimated at \$11 billion.⁴ However, it suffers from a narrow fiscal space.³ 89% of Lebanese firms believe that political instability remains the primary obstacle, despite a tight fiscal space. Economic recovery remains slow.²

Meanwhile, violence escalated in late 2023 and continued through 2025, leading to large-scale displacements.⁵ By March 2025, tensions had caused the displacement of 95,834 individuals and impacted 953,697 people.⁶ Additionally, March 2025 witnessed renewed influxes from Syria, with more than 90,540 new arrivals and over 10,000 registered entries since December.⁴ Lebanon now hosts the highest number of displaced persons per capita in the world, with the Syrian population estimated at 1.5 million displaced individuals.¹ Lebanon faces food insecurity affecting 1.65 million people (Phase 3+ crisis or emergency), starting from the beginning of the current year.⁵ Humanitarian consequences suffer from a severe shortage. The Lebanon Emergency Response Plan for the period from January to March 2025 was funded at only 26.1% of its total requirement of \$371.4 million. For the year 2025, only 26% of the total requirement of \$658 million has been funded. This decline in humanitarian funding affects child labor and early marriage.⁶

Social Development and Infrastructure

More than half a million children in Lebanon face challenges accessing education. Many of them are forced to drop out of school due to these difficulties.⁶

Additionally, over 42,000 non-Lebanese children face barriers to accessing formal education because of documentation issues. UNICEF supports non-formal education, which has reached more than 175,000 children.⁴ 33% of families are unable to afford essential medications for their children, due to household spending on health which had decreased.⁸ UNICEF supports access to primary health services and nutrition programs. It also supports psychosocial and social care for children and their caregivers. Additionally, it strengthens national social grants, reaching 152,100 individuals, and is piloting cash transfers and social grants, with 250,000 families registered to receive support for vulnerable displaced individuals. Meanwhile, efforts are underway to register 250,000 households for social grants and cash transfers to ensure support reaches displaced and vulnerable populations.⁴

Lebanon continues to suffer from chronic issues with water supply infrastructure, especially due to deteriorating public utilities and the ongoing financial and electricity crises. Fuel shortages (such as diesel) have affected operations of pumping stations.

To address this, in 2023, UNICEF and the French Development Agency (AFD) launched the SEPAL project (funded by the European Union) to rehabilitate water infrastructure. This includes the installation of solar panels to power water systems, this has led to improved access for more than 1.5 million individuals.⁹

In late 2024, the conflict led to widespread and prolonged damage to infrastructure, especially in the South and Beqaa Valley, where schools, hospitals, and centers were affected, along with water networks and agricultural lands.⁸

Conclusions

Lebanon is facing a complex humanitarian and economic crisis, exacerbated by conflict. While modest economic growth is projected in 2025, the burden of refugees persists. Sustainable recovery depends on the implementation of deep structural reforms. Humanitarian consequences are worsened by a severe lack of funding, even though there are efforts to rehabilitate infrastructure. Adaptation strategies, especially in the water sector using solar energy, can enhance resilience and help restore basic services.

Sources

1. CPD Lebanon 2023-2025.pdf - United Nations Development Programme, <https://www.undp.org/sites/g/files/zskgke326/files/2024-05/CPD%20Lebanon%202023-2025.pdf>
2. World Bank expects Lebanese GDP to grow nearly 5 percent in <https://today.lorientlejour.com/article/1458030/world-bank-expects-lebanese-gdp-to-grow-nearly-5-percent-in-2025.html>
3. IMF Staff Concludes Mission to Lebanon, <https://www.imf.org/en/News/Articles/2025/06/05/pr-25182-lebanon-imf-staff-concludes-mission-to-lebanon>
4. Lebanon | UNICEF, <https://www.unicef.org/media/169361/file/Lebanon-Humanitarian-SitRep-15-March-2025.pdf.pdf>
5. Lebanon: Flash Update #56 - Escalation of hostilities in Lebanon, as of 23 January 2025, <https://www.unocha.org/publications/report/lebanon/lebanon-flash-update-56-escalation-hostilities-lebanon-23-january-2025>
6. Lebanon: Flash Update #62 - Escalation of hostilities in Lebanon, as <https://www.unocha.org/publications/report/lebanon/lebanon-flash-update-62-escalation-hostilities-lebanon-6-march-2025>
7. Lebanon - OCHA, <https://www.unocha.org/lebanon>
8. Lebanon - Unicef, <https://www.unicef.org/media/168806/file/Lebanon-Humanitarian-SitRep-15-February-2025.pdf.pdf>
9. Lebanon: working for more reliable water supply | AFD - Agence <https://www.afd.fr/en/actualites/lebanon-more-reliable-water-supply>
10. AFD rehabilitates vital infrastructure and strengthens resilience of water distribution in Lebanon, <https://smartwatermagazine.com/news/agence-francaise-de-developpement-afd/afd-rehabilitates-vital-infrastructure-and-strengthens>

Introduction

Lebanon is witnessing increasing development challenges under the weight of economic crises. Despite the numerous initiatives and efforts, the need for greater coordination and cooperation among effective stakeholders emerges, to guide development efforts more effectively and sustainably.

Within this context, the **Development Prospects Forum in Lebanon - “Unifying Visions and Enhancing Impact”** was held in May 2025 in Beirut, organized by Manar Foundation, in cooperation with the Social Entrepreneurship Foundation, with the participation of a select group of active figures in the Lebanese development sector, including representatives from civil society organizations, grassroots institutions, academics, experts, and international actors, aiming to open a participatory the reality of development, share experiences, explore mechanisms, and discuss paths for community development and its role in confronting the structural challenges that Lebanon is suffering from.

Throughout its sessions, the forum discussed concepts of community participation, funding, government effectiveness, the role of the private sector, community leadership, and sustainability, offering a grounded platform for experience sharing, coordination, and building recommendations.

Forum Part One – Participants’ Summary

The forum included more than 20 participants representing a wide spectrum of development actors. The first part was dedicated to introductions, sharing professional backgrounds, and networking. This diversity enriched the discussion, as each participant brought

perspectives from their respective organizations and initiatives. It became evident how the paths of community development intersect with local needs, ranging from education, to agriculture, to environmental innovation, and even art.

1. Ibrahim Daqmaq: Director of Operations at Manar Foundation for Community Engagement. Based in The Hague, Netherlands, the foundation was launched in 2019. It focuses on enhancing community participation through engagement with community groups in the development process, providing training, technical support, and tools for empowerment. The organization emphasizes interactive platforms such as “Bidar” and “Sary”, and has programs in Lebanon and Turkey, as well as responses to community challenges in Palestine, Syria, and other Arab countries.

2. Mona Itani: Professor at the American University of Beirut (AUB) – Faculty of Business Administration. Founder of the “Riyada” initiative, which targets youth and adolescents to instill entrepreneurial values. It connects educational programs with local challenges and focuses on achieving sustainable development goals through innovation and community involvement.

3.Omar Sabra: Co-founder of “Wakelni” Platform. A platform that supports women and communities through e-commerce, aiming to enable small businesses and offer logistical solutions, networking, and revenue generation, in addition to launching awareness podcasts.

4. Afif Tabesh: Director at RPS Consulting, Founder of Initiatives. Works on empowering the non-profit sector through initiatives such as iServe and Ray Makers, focusing on capacity building, fundraising, and research support for organizations active in community development.

5. Wissam El Hajj: Founder of “Agonista” Social Enterprise. Provides trainings and employment opportunities for individuals with mental disabilities. He is also a university lecturer and works on women’s empowerment programs in popular and rural areas, particularly with the LSE network.

6. Hikmat Al-Khansa: Representative of “Nawaya Network”, Expert in Community Development. She works on programs in northern rural areas, focusing on women’s empowerment through agricultural cooperatives, value chains, and food industries.

7. Nadia Rdeini: Founder of “Manarat Al-Salam” Initiative. A regional initiative working in the Middle of Beqaa to offer psychosocial and emotional support to women and adolescents through art, including theater, music, and radio production, and vocational training for widows and divorced women.

8. Alaa Abdel Nabi: Electrical Engineer Entering the Humanitarian Sector through links his engineering experience with development and humanitarian projects in the fields of health, energy, and refugee programs, especially in collaboration with theater and performing arts.

9. Joule Hatem: Founder of Triple E – a Company Specialized in Water Solutions. Focused on technical solutions integrated with social entrepreneurship, especially in rural communities, working in health, water, and sanitation fields. He is also a founding member of LSE and active in environmental consulting at the national level.

10. Rami Bou Jawdeh: Representative of Berytech – a Leading Lebanese Support Organization. Provides funding, mentoring, and an enabling environment for entrepreneurs, aiming to empower youth

by turning their ideas into viable and sustainable projects.

11. Dunia Bassil: Representative of DOT Lebanon. Focuses on empowering youth and women in marginalized areas through digital skills, entrepreneurship, nano-businesses, and support for education and employment initiatives, particularly in the tech sector.

12. Asmahan Zain: Director of “Ardi-Ardak” Foundation. Works on integrating agriculture with sustainability and technology, aiming to protect natural resources and empower farmers, especially women in the agricultural sector.

13. Samar Dani: Director of the “Lebanon Achievement” Association. Focuses on entrepreneurship education, especially in schools and universities, and also works on financial literacy and supporting sustainable and vocational programs for youth researchers seeking employment.

14. Christelle Khalil: Program Director at Berytech. Focuses on supporting social entrepreneurship and the circular economy through EU-funded programs, linking universities and the private sector to transform research into implementable projects.

15. Rawad Malaeb: Program Director at the Global Health Institute – AUB. Has a background in entrepreneurship education and works on community health interventions, especially integrating artificial intelligence with educational and technical solutions.

16. Samer Charafeddine: Director of Digital Solutions at Ericsson. Leads a family initiative to develop the “Green Grid” platform for selling surplus solar energy, with the aim of expanding sustainable energy projects and merging innovation with development.

17. Amr El Kebbe: Professor at AUB, Teaches Social Entrepreneurship. Advocates for removing barriers between social and commercial entrepreneurship, and believes successful enterprises should integrate profit with community mission.

18. Ziad Awad: Academic Specialized in the Circular Economy and Social Entrepreneurship. Believes that sustainability requires a shift in the measurement systems of growth, beyond just financial profit, to include social impact as a core outcome.

19. Hisham Ramadan: Engineer and Project Director at AUB. Founder of a project focused on preventive healthcare, aiming to reduce financial burdens on patients through early diagnosis and free services, in partnership with medical school students.

20. Youssef Moaty: Founder of the “Lebanese Spotlight” Association. Works on empowering adolescents in the field of social entrepreneurship, focusing on early guidance and training to build future-ready youth.

21. Hussein Zeid: Founder of QUAD – formerly a digital marketing agency. Transformed into a social enterprise that has trained more than 12,000 individuals, offering co-working spaces in Tripoli and outreach in refugee camps and marginalized areas to serve the broader community.

The Reality of Development in Lebanon An Analytical and Critical Perspective



Analysis of the Current Development Context

In recent years, Lebanon has witnessed a sharp escalation of economic crises, which has negatively impacted the effectiveness of development projects and community-based initiatives. Participants in the analytical session focused on highlighting this situation critically, aiming to formulate a realistic description of the current development reality, while taking into account governance gaps, resource scarcity, regional disparities, and the inconsistent allocation of funding and interventions.

Among the key points raised: The lack of planning was identified as a major challenge, with development efforts largely continuing under an “emergency response” approach instead of moving toward sustainable development based on data and long-term vision. Most projects, it was noted, are not based on modern field studies, nor do they reflect the real needs of local communities, but instead are built on general assumptions disconnected from local realities.

Disruption in the Distribution of Development Interventions

The discussion also addressed the lack of fairness in the distribution of interventions across Lebanese regions. Some specific areas continue to receive repeated funding and multiple programs, while other marginalized areas, especially those far from urban centers, remain neglected. This disparity is often not linked to objective assessments or partnerships with granting agencies, but rather leads to deepening structural inequalities that affect the overall effectiveness of national development efforts, instead of addressing those disparities.

Some speakers pointed out that this imbalance is not only due to a lack of funding, but also to weak coordination among the various stakeholders involved. In many cases, the same issues are addressed in the same regions without any coordination or shared planning, creating a kind of “development congestion” in certain areas, which leads to the mismanagement of financial and human resources.

Self-Critique and Development Practice

In a rare step of honesty, some participating organizations did not hesitate to criticize their past practices. Several institutions affirmed that they had not previously evaluated their interventions. They acknowledged the need to reassess the tools used, and to develop mechanisms to measure impact, noting that the actual transformational change often fails to reach the number of beneficiaries claimed by the programs.

Clear calls also emerged to revisit the relationship with civil society actors, especially as pressure grows to adapt projects to donor priorities instead of the priorities of the people. This presents an ethical and operational challenge: programs risk being driven by funding rather than by the real needs of communities. Participants emphasized the need to adopt a balanced approach that guarantees independence without succumbing to donor pressure.

Promising Opportunities Despite the Challenge

Despite this troubling picture, participants confirmed the presence of opportunities for recovery.

One of the most notable signs was the emergence of a new generation of local and national actors, whether through youth initiatives, municipalities, or the public sector. Attention was drawn to municipalities that showed unprecedented openness and began expressing readiness to adopt participatory approaches in local development, in collaboration with civil society.

Also, small local community experiments demonstrated that simple tools, if designed in line with the local context and implemented with a capable team, can produce tangible impact and effective development, resulting in earned community trust, rather than being dictated by budgets.

Toward an Effective Participatory Structure From Fragmentation to Integration



Repeated observations by participants emerged during the second session of the forum regarding the lack of a cohesive coordination framework for development work in Lebanon. Even when collaboration exists, it often comes as a reaction to immediate needs rather than stemming from a shared strategic vision—this reactive pattern prevents functional coordination and reflects a structural problem that hinders role integration and obstructs the accumulation of expertise.

One of participants emphasized that the absence of a reference framework has led to duplication of programs and dispersion of efforts, even within the same academic institution, where different entities target the same goals and communities. Also, they considered this proposal to establish a reference framework as a hopeful initiative, but insisted that it should not be centralized to the point of being administrative, nor should it restrict the freedom of initiatives, but rather be capable of providing a national roadmap for coordinated interventions.

There was also strong emphasis on the importance of documenting successful stories that have emerged from different Lebanese regions, especially in challenging environments, where motivational narratives are often overshadowed by negative discourse and hopeless messaging.

Although universities and research centers were not the central focus of discussion, some proposed that they should reclaim their historical role as a source of verified knowledge, through translating development experiences into policy recommendations, grounded in scientific analysis and oriented toward practical implementation. Some participants proposed the creation of joint research units

between universities and organizations to monitor and document development programs on the ground.

Among the issues that also captured the participants' attention was the idea of evaluation as a tool for tracking impact and adjusting course when needed. Some expressed that many initiatives, despite good intentions, have failed due to the absence of continuous evaluation or the lack of community engagement in the process. In this context, the importance of “mere implementation” to designing programs with participatory input from targeted groups at every stage — from planning, to implementation, to review—was emphasized.

There was also strong emphasis on the need for institutional networking between large institutions and incubators with the small-scale and grassroots initiatives that often lack infrastructure and experience, but carry potential for sustainable growth. According to the discussion, the development environment in Lebanon requires not just funding, but a complete support system that provides knowledge sharing, infrastructure, accompaniment, and coordination.

Funding, Sustainability, and the Private Sector in Development in Lebanon



Funding was one of the central themes discussed at the Manar Forum, highlighted as one of the main issues threatening the sustainability of development work in Lebanon, especially in light of the deep economic transformations the country has faced since 2019. During the session, it was pointed out that there has been a gradual withdrawal of international funding, which has pushed many civil society organizations to seek compensation by turning to the private sector as an alternative source.

Except that the Lebanese experience has shown limited effectiveness in this regard. Participants agreed that while this experience has appeared in Lebanon, the private sector cannot, despite its capacities, serve as a sustainable alternative, especially under the economic pressures that are pushing its role to become more symbolic. Its involvement is often based on inappropriate marketing or short-term social support, rather than on a long-term development vision.

The discussion also shed light on a deeper issue—namely, that some models of social entrepreneurship imported into Lebanon are designed without considering the local economic context or specificities. These programs often repeat the same projects without achieving tangible impact, or they target generic audiences while ignoring the actual local communities and their capacity for continuity or follow-up.

A clear call emerged to redefine the concept of sustainability, not merely as financial capability, but as a principle rooted in community involvement in design, and the continuity of programs after funding ends. Sustainability also means investing in internal institutional

capacity development, rather than focusing solely on executing external donor-funded projects.

Indeed, the presence confirmed that the success of initiatives cannot be measured merely by the number of reports or papers, but by the extent of their real interaction with people's daily challenges and their ability to adapt. Emphasis was also placed on the importance of a mindset shift in line with changes in the local context. There must be adoption by organizations of a 'response' approach to partnership in the region, through the provision of training content, data exchange, and value-based collaboration with the private sector—whether in the form of research, social innovation, or sustainable strategic support.

Attention was drawn to the importance of linking small initiatives with major incubators, such as Berytech and DOT Lebanon, to ensure a supportive environment from the idea stage through administrative and technical accompaniment, leading to sustainability.

In conclusion, participants recommended rethinking the overall funding system, building flexible, realistic models that rely on diversified sources, linking funding to measurable impact, strengthening domestic governance, and enabling organizations to survive and succeed in a complex and changing environment like Lebanon's.

The Role of Academic Institutions in Supporting Sustainable Development



The final session of the Manar Forum shed light on one of the key themes: the role of universities and research centers in development work in Lebanon. Speakers emphasized the gap between academic institutions and civil society in shaping development decisions. Despite having access to forecasting and analytical tools, academic and civil institutions still lack influence in policy and project design.

In this context, participants raised a critical point: Entrepreneurship should not be limited to an elite selection or the availability of funding, but must evolve from a social necessity, unlike the current Lebanese model that is built on profit and disconnected from community needs. It was noted that this model has failed, especially under the collapse of state institutions and the private sector's declining capacity to fulfill their basic functions.

Social entrepreneurship was proposed as a balanced alternative that maintains an ethical and functional dimension for projects, while ensuring profit from another angle. This requires rethinking educational curricula to teach entrepreneurship not as a theoretical subject, but as a practical, contextualized mindset linked to the realities of Lebanon.

From another perspective, some participants criticized the dominant growth-centric—including the state—in evaluating development. They argued that focusing only on financial outcomes in evaluations leads to expansion but ignores gaps in social equity. They called for adopting new impact metrics, such as reducing educational gaps, improving access to services for marginalized groups, or increasing the participation of women in local decision-making.

Participants emphasized the need for development institutions to redefine success based on these new criteria, instead of measuring progress solely by funding reports or number of beneficiaries. True transformation occurs not through conferences or training sessions alone, but through tangible change in the lives of individuals and communities.

Among the proposals raised during the session:

- Establishing field research units within universities in partnership with civil society organizations, to collect data and evaluate projects.
- Engaging students and professors in the design and implementation of development programs, embedding this within curricula that link learning with practice.
- Issuing periodic policy reports based on precise local data, contributing to guiding the work of municipalities and local communities.
- Promoting the concept of “academic social innovation”, where universities themselves become partners with communities in co-developing solutions.

In conclusion, participants confirmed that achieving a real transformative shift in development requires a tripartite partnership among academia, civil society, and the private sector. This partnership must be capable of breaking the closed cycle in which Lebanon currently lives, and opening the way for a new development approach that is more scientific and sustainable.

Operational Recommendations Emerging from the Forum



After a series of rich sessions filled with diverse viewpoints and angles, the forum produced a set of operational recommendations reflecting the accumulated experiences and lessons learned. According to participants, this collection forms a roadmap toward inclusive and priority-driven development. Below is a detailed presentation of these recommendations within a comprehensive and realistic community framework:

- 1. Enhancing long-term partnerships between civil society and the private sector.** Seasonal or symbolic contributions are no longer sufficient to achieve real development impact. The forum recommended building long-term strategic partnerships based on genuine goals. This includes establishing long-term cooperation based on the exchange of expertise and mutual interests between private institutions, so that active community actors are gradually transformed into private-sector-funded implementers involved in the design, implementation, and evaluation of projects.
- 2. Designing development programs that align with the local context of each Lebanese region.** Participants emphasized the importance of moving beyond ready-made or imported models and adopting a flexible approach that respects cultural, social, and geographic differences. Real solutions must not be generalized but instead based on precise diagnoses of local needs. In every step, from identifying regional needs to the planning phases of the program, local community participation is essential.
- 3. Creating platforms or maps to reduce overlap and repetition among initiatives.** Given the recurrence of projects in the same

regions by multiple actors, the forum proposed the development of regional or national systems to document interventions. These systems should encourage effective knowledge sharing among all stakeholders and promote complementarity instead of competition.

- 4. Activating the Role of Municipalities and Keeping Pace with New Faces in Local Governance.** Participants believed that municipalities, especially after the entry of new elements into local governance, represent a strategic opportunity to create participatory development. They recommended opening channels of cooperation with these councils, building their capacities, and enabling them to manage local projects professionally and transparently.
- 5. Supporting and Documenting Local Success Stories.** Participants emphasized the importance of documenting community success stories, especially those that have already been launched, to build trust and use them to motivate new initiatives—particularly among youth—based on genuine local efforts. They stressed that the development discourse in Lebanon lacks positive case studies, and recommended using documented stories as tools of persuasion and motivation.
- 6. Involving Universities and Research Centers in Evidence-Based Development Policy-Making.** Participants recommended linking development work with scientific tools, emphasizing the need for project planning and analysis based on outcomes through the engagement of academic researchers. The forum also called for the creation of applied research

partnerships between universities and non-governmental organizations to support development decisions.

- 7. Rebuilding Trust in Public Institutions as Shared Development Actors, Not Competitors.** Despite participants acknowledging the erosion of trust in state institutions, they stressed the importance of rebuilding confidence in public institutions as partners in the development process, rather than viewing them as competitors. They emphasized the need to reestablish access to public resources not for populist mobilization, but from a standpoint of role complementarity. This requires institutional cooperation and shared governance based on collaboration between the public sector and civil society.

Participants agreed on the necessity of shifting from listing challenges to producing practical solutions based on real experiences implemented in Lebanese communities. Several views emphasized the need to adopt localized evaluation methods. The importance of involving local communities in the design and implementation phases of projects also emerged. There was a recognized need to ensure genuine effectiveness and ownership of development initiatives. Furthermore, there was a call to network small and emerging institutions and initiatives with incubators and systems to create a more integrated supportive environment.

Final Summary



The Manar Forum, held on May 10, 2025, reflected a progressive scene of movement, and came as an attempt to redraw the features of development in Lebanon through civil society and institutional actors. It did not portray participation and social action as superficial slogans, but rather as interactive systems capable of transforming challenges into strategies.

The Forum came at a very sensitive time, as Lebanon is living through overlapping crises—economic, political, and societal. This added depth to the meeting point of ideas. It also confirmed that the country still possesses human and institutional capacities capable of action, and that what is needed is the will to change, not merely renewing rhetoric or mechanisms.

The meeting was distinguished by a broad range of active participants: academic figures, private sector experts, pioneering grassroots initiatives, and civil society institutions. This diversity was not decorative; rather, it embodied the essence of development incubators. The discussions addressed deep-rooted causes instead of surface-level solutions.

One of the main outcomes of the meeting was the call to shift from theoretical thinking to action-oriented frameworks: namely, to move beyond the donor-recipient model toward structural development. This means networking, cooperation, and redistributing roles between various parties.

The discussions also highlighted the urgent need to build systems of institutional memory to document and promote successful experiences, to avoid repeating mistakes, and to ensure continuous learning. Within this framework, there was particular emphasis on

the importance of activating the role of universities and research centers as fundamental contributors to shaping development policies.

What distinguished the Forum was not merely the proposals themselves, but the spirit of practical implementation they carried. The sessions were not a closed circle of ideas in a theoretical vacuum, nor were they governed by pre-set frameworks. They were tangible, realistic, and translatable into programs, packages, and initiatives.

The Forum reaffirmed a fundamental truth: development cannot be imported or imposed from the outside. It must be locally adopted and arise from within the communities themselves. This was clearly reflected in the discussions, which focused on responsiveness to needs rather than imported agendas.

In conclusion, this meeting can be considered more than just a forum — rather, it is the beginning of a movement to form a flexible, independent, and cross-sectoral development models. It is an initiative aiming to produce new policies based on interaction among active stakeholders, aspiring toward locally rooted sustainability that rebuilds trust in both society and the state, and places the human being at the core of its equation.

Take action...
For a better
community



 www.manar.org
 info@manar.org
    
[@manarfoundation](https://www.instagram.com/manarfoundation)



MANAR
Community Engagement