

AMERICAN UNIVERSITY OF BEIRUT

NONGOVERNMENTAL ORGANIZATIONS IN LEBANON:
AN EXPLORATORY STUDY

by

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AMERICAN UNIVERSITY OF BEIRUT

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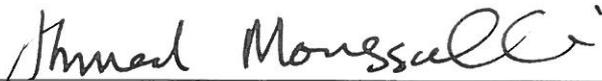
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AN ABSTRACT OF THE THESIS OF

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Knowledge about NGOs in Lebanon is limited. To improve our understanding of NGOs that are based in Lebanon, this study addresses three questions. What are the purposes of the nongovernmental organizations that operate in Lebanon? What is the size of the nongovernmental sector in Lebanon in terms of human and financial resources? Where are NGOs located in Lebanon and where do they perform their activities?

These questions were addressed through the development and implementation of a classification system based on a combination of existing NGO classification systems. Data collection proceeded with the distribution of an online survey to 621 nongovernmental organizations. Of these, 232 organizations elected to participate in the study. However, only 88 responses were considered for data analysis. The study produced several findings. First, NGOs that operate in Lebanon are highly diverse in terms of their purposes, and most notably focus on areas of human and social services, development, health, education, and the environment. In addition, NGOs' activities are mostly geared to Lebanon's youth, the general public, students and schools, disadvantaged people, refugees, and parents and families. Second, organizations operate with a small workforce. The majority of organizations have ten or fewer full-time and part-time employees and ten or fewer volunteers in their organizations. In addition, most organizations have access to acceptable amounts of funding generated from fundraising, donations from the public, and international sources, and operate with more than \$100,000 annually. Finally, although the majority of organizations are located in Beirut, they operate in all areas of Lebanon, most notably Tripoli, Jdeideh, Baalbek, Tyre, and Sidon.

This study concludes that additional research is needed to provide a better understanding of the nongovernmental sector in Lebanon. More particularly, the creation of a framework for NGO registration, the creation of an official directory of NGOs, the promotion of the effective use of media and social media, and the development of additional nongovernmental research, can improve our knowledge of the NGO sector in Lebanon.

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CHAPTER I

INTRODUCTION

The missions undertaken by nongovernmental organizations (NGOs) reflect the social problems that exist in societies, especially when a state cannot respond to the diverse demands of its population (Gronbjerg and Paarlberg, 2001). The Lebanese nongovernmental sector is no different. More specifically Lebanon's NGOs support citizen action and participation, dispense public goods and services, and fill voids left by market and government (Cavatorta and Durac, 2011). Lebanon's nongovernmental organizations are a product of a weak central authority (Hawthorne, 2004), ineffective state institutions, sectarian divisions (Cavatorta and Durac, 2011), political instability, and internal conflict (El-Husseini, Toepler and Salamon, 2004). Lebanese NGOs also exist as a result of poverty, unemployment (Picard and Rambotham, 2012), and a highly politicized and inflated bureaucracy (Picard and Rambotham, 2012). As a response to these problems, nongovernmental organizations have come to play an important role in Lebanon.

Lebanon has one of the most dynamic nongovernmental sectors in the Middle East (Elbayar, 2005). Although the nongovernmental sector has a long history and an established presence within Lebanon's post-war era of reconstruction, its activities are hindered by several constraints. First, NGOs work within an anachronistic legal framework known as the 1909 Ottoman Law on Associations (Joseph, 2010). Oftentimes, this outdated law allows Lebanese authorities to interpret the law as they please (Traboulsi, 2001). As an example, the Law on Associations does not set a deadline for the delivery of the receipt of notification (Makary, 2007). As a result, some

organizations such as the Lebanese Association for Democratic Elections (LADE) had to wait for 10 years before they obtained their receipt of notification from the government (Joseph, 2010).

Second, certain NGOs, especially those with controversial missions cannot always operate freely. These organizations are not allowed to benefit from the freedom of association promised by the Lebanese Constitution. An example of this is Helem, an organization that defends the rights of Lesbians, Gays, Bisexuals and Transgendered (LGBT) groups. This organization has yet to obtain its notification receipt from the Ministry of Interior (Joseph, 2010). Helem's file has not been acted upon because its cause is considered "shameful" and its activities are accused of "corrupting the youth" (Joseph, 2010, p. 32).

A third impediment stems from the presence of sectarianism within Lebanon's political system (Cavatorta and Durac, 2011). Sectarianism is the root of many of Lebanon's conflicts (Safa, 2007). These conflicts have been a hindrance to NGOs, especially after the civil war (Safa, 2007). Discords caused by sectarian tension also make Lebanon susceptible to external intervention (Cavatorta and Durac, 2011). For example, during the era of Syrian presence in Lebanon, the government assumed a repressive stance towards a few nongovernmental organizations (Makary, 2007). The government's justification for the crackdown on certain elements of the nongovernmental sector was that it sought to protect national security (Cavatorta and Durac, 2011).

Nongovernmental organizations also operate within an environment that favors organizations that are associated with the current sociopolitical order (Kingston, 2013). For instance, to acquire funds or permits, some nongovernmental organizations depend

on systems of patronage (Cavatorta and Durac, 2011). In addition, newly established NGOs must compete with a group of established nongovernmental organizations, many of which represent, or have a strong connection to, sectarian political powers (Kingston, 2013).

Finally, Lebanon's NGOs suffer from internal deficiencies that hinder their operations (El-Haraka *et al.*, 2004). A study conducted by Abi Samra *et al.* (2009) with the help of the United Nations Development Programme (UNDP), concluded that organizations in Lebanon lack well-defined missions and visions that guide NGOs' operations. Nongovernmental organizations also lack organizational charts that clearly allocate roles and responsibilities. In addition, systematic audits of financial resources, regular staff meeting, established human resource policies, such as staff performance appraisal systems, are absent (Abi Samra *et al.*, 2009).

Although nongovernmental organizations play an important role in Lebanon, several obstacles obstruct their operations. The recognition of the problematic environment within which Lebanon's NGOs operate is a first step towards a stronger assessment of the nature of the nongovernmental sector. The second step is to gain knowledge about NGOs and their operations, through the collection of information on activities, beneficiaries, human resources, finances, and geographical locations.

A. Problem

Although an important element of Lebanese society, there is limited data about the size of the nongovernmental sector and the nature of the activities undertaken by NGOs. Traboulsi (2001) affirmed that these two elements are the two least documented aspects of the NGO sector in Lebanon. El-Husseini, Toepler and Salamon (2004), added that the lack of documentation is caused by Lebanon's incapability to implement the

necessary information systems that can describe the size and the nature of the sector. Given these limitations in recordkeeping and transparency, it has been difficult to identify and keep track of Lebanon's nongovernmental organizations.

Attempts have been made to gather information about Lebanon's nongovernmental sector. These attempts, though commendable, have not been entirely successful. For example, in 1958, the Federation of Nongovernmental Organizations produced a comprehensive report on the services offered by NGOs. The surveyed organizations were classified in accordance to function, which ranged from medical services to religious education (Federation of Nongovernmental Organizations, 1958). This effort also gathered data about the gender of beneficiaries, governance structures, income, expenditures, human resource structures, and the sectarian distribution of NGOs. The Federation declared that its goal was to renew its effort every year. Yet no updated versions of this directory have been found. The lack of a revised database means that the list is no longer a trustworthy source for critical material on Lebanon's contemporary nongovernmental sector, as many NGOs may no longer exist or be operational.

A second attempt began in 1996, when the UNDP compiled an NGO databank which it made available on its website (Traboulsi, 2001). This list contains information about NGOs such as addresses, principle officers, type of NGO, activities, size of staff and volunteers, geographic areas and budgets. The last revised version was uploaded on the 12th of January 2004 (UNDP, 2014). An examination of the database revealed that it included nongovernmental organizations that were no longer operational, as well as outdated addresses and telephone numbers.

A third attempt was a study conducted by the Ministry of Social Affairs in Lebanon in 2006 (Chaaban and Seyfert, 2012). The Ministry implemented a survey that compiled information on general characteristics of NGOs, such as type of services, organizational structure, and sectarian affiliations. The ministry identified more than 6000 registered organizations. Despite the ministry's efforts to create a comprehensive list that contained the entire NGO population, only 3353 nongovernmental organizations participated in the study (Chaaban and Seyfert, 2012). This attempt to classify nongovernmental organization in Lebanon also had its setbacks, namely outdated and inaccurate contact information (Abi Samra *et al.*, 2009).

A fourth attempt was made by Daleel-Madani, a civil society portal managed by an NGO named Lebanon Support. Organizations participated by entering the name of their organization, the year their organization was founded, their registration number, and the country of origin. They also entered the organization type, the location of the NGO, and the sector of intervention, a description of the organization, the address of the NGO, and contact information. A review of the material produced by the Daleel-Madani showed that it contained organizations that were inactive, outdated, or part of the private, or public sectors.

Several attempts have been made to classify nongovernmental organizations in Lebanon. Despite their usefulness, these studies faced many limitations. These efforts contain information about NGOs that do not exist or are no longer operational. The studies also include contact information that have not been updated and are no longer valid. Finally, the directories include information about organizations that were not part of the nongovernmental sector, but belonged to the private or public sectors. The lack of updated studies on NGOs in Lebanon prompted the study at hand to better understand of

the sector through the identification of the activities, beneficiaries, human resources and financial resources, and location of operational organizations.

B. Significance of Problem

Brent Never (2011) stated that nongovernmental sectors across the world are hampered by the sporadic availability of information. The most basic data about the main characteristics of nongovernmental sectors worldwide, including size, internal structure, employment, and financing, do not have strong empirical background (Salamon and Dewees, 2002). The nongovernmental sector in Lebanon also faces this problem.

The limited availability of necessary information on the NGO sector creates a hindrance to different entities such as the government, nongovernmental organizations, researchers and the public. The lack of available documentation makes it difficult for the government to promote collaboration amongst NGOs so that they might expand their contributions to the public (Appe, 2013). Without sufficient data, NGOs cannot present their accomplishments to their public, and cannot increase their visibility and legitimacy (Appe, 2013). Researchers also face similar problems, as they cannot study the NGO sector without essential information (Anheier, 2007). Improving the available data can help researchers and scholars in Lebanon comprehend the sector's main issues, and offer recommendations to better understand the sector and its activities (Hodgkinson, 1990). Finally, the unavailability of data is problematic for the public. On the one hand, the unobtainability of data makes it difficult to measure the needs of the intended community, and to connect NGOs with their beneficiaries (Appe, 2012). On the other hand, the lack of information is a hurdle since donors need to know which organizations provide what services to make educated funding decisions (Lampkin and Boris, 2002).

Mapping the nongovernmental sector can ensure that funds go to the organizations that are best equipped to aid those in need (Never, 2011).

C. Purpose of Thesis and Research Questions

Using a classification system devised for the purpose of this research, this study provides insights into Lebanon's local nongovernmental organizations. Despite the limitations inherent in the use of classification systems (Appe, 2013), these systems allow the effective organization of data, and to make that data accessible to researchers (Lampkin, Romeo and Finnin, 2001), policymakers and philanthropists (Never, 2011). To this end, this thesis introduces the Exploratory Classification System of Lebanese NGOs (ECSLN) and addresses three research questions:

1. What are the purposes of the nongovernmental organizations that operate in Lebanon?
2. What is the size of the nongovernmental sector in terms of human and financial resources?
3. Where are NGOs located in Lebanon and where do they perform their activities?

There are several reasons why these questions are important. First, these questions will enable this study to collect data that reveals the purposes of nongovernmental organizations. This assessment involves the study of areas of activity, goods and services provided, and beneficiaries served. Second, this research gauges the resources possessed by the NGOs. These consist of the human resources who work within the nongovernmental organizations, particularly the number of employees and volunteers. The research questions also identify the financial resources used by the NGO, including main sources of revenue, revenues raises, and annual operating expenditures. Third, this research discerns the locations of organizations and determines

where Lebanese NGOs are most concentrated. The research also determines the locations of organizations that engage in activities outside of the Lebanese capital.

D. Structure of Thesis

The remainder of this thesis is organized into five chapters. Chapter Two reviews the literature relevant to this study. The opening section of the chapter defines the nongovernmental sector, and identifies the responsibilities undertaken by nongovernmental organizations. The focus of the chapter then shifts towards Lebanon. In doing so, the chapter reviews the history and development of the country's nongovernmental sector. The chapter also explores the classification endeavors that have been undertaken in Lebanon, as well as some of the classification systems that have been used to study nongovernment organizations around the world. After the review of these classification systems, the chapter introduces the Exploratory Classification System of Lebanese NGOs, the conceptual framework employed to guide the analysis of NGOs in Lebanon.

Chapter Three reviews the methods used to gather the data needed to answer the research questions. The chapter describes the context in which the study is conducted, and describes the design of the survey instrument, as well as the methods used to clean and analyze the data. The third chapter concludes with a brief discussion about the limitations of the methods used to complete this study.

Chapter Four reveals the findings produced by this study. The information detailed in this chapter addresses several aspects of the organization active within the sector, particularly the purposes and activities of NGOs, the clientele who benefit from NGO activities, the human resources and the financial resources employed, and the geographical locations within which they operate.

The final chapter discusses the significance of the findings and proposes a set of recommendations that can be used to improve the general state of Lebanon's nongovernmental sector. These recommendations include the creation of a directory of NGOs, aiding in the establishment of a governmental framework for NGO registration, the employment of social media and media to network and create more visibility, and the increased contribution of the government and scholars to nongovernmental research.

CHAPTER II

LITERATURE REVIEW

This chapter provides a contextual foundation for the study of nongovernmental organizations in Lebanon. Although Lebanese NGOs have a history that exceeds any single study, this literature review focuses on several areas of interest. The first two sections define the structural and operational features that distinguish nongovernmental sectors from the private and public sectors, and explain the theories that justify the presence of the sector. The discussion then transitions to the review of Lebanon's nongovernmental sector, centering specifically on its development and evolution. The chapter also identifies why it is important to classify nongovernmental organizations, and reviews some of the efforts undertaken to classify the NGOs that are operational in Lebanon. Then, following a review of some of the major NGO classification systems, the chapter concludes with an introduction to the Exploratory Classification System of Lebanese NGOs, the conceptual framework at the core of this study.

A. The Nongovernmental Sector

The nongovernmental sector is the area between the government and the market where private and public interests are acknowledged and where public attention to societal problems is mobilized. Nongovernmental organizations are formed because of motivated people who are interested in issues such as freedom and pluralism (James, 1997), and the improvement of basic rights (Salamon, 1994). Nongovernmental organizations are also founded to dispense public goods (Salamon, Chinnock and Hems,

2000), to empower the disadvantaged, and to give expression to artistic, religious, cultural, ethnic, social, and recreational impulses (Salamon, Sokolowski and List, 2004).

Organizations that fall outside the public and the private sectors have a variety of labels. These labels include the third sector, the voluntary sector, the civil society sector, the nongovernmental sector, and the charitable sector (Salamon, Sokolowski and List, 2004).¹ The nongovernmental sector is a vital component of society, but its size and complexity make it difficult for scholars to reach a consensus on its definition and characteristics (Salamon and Anheier, 1992). The following section reviews basic definitions of the structural and operational features of NGOs and presents some theories that explain nongovernmental presence and growth.

1. Definitions

Kirsten Martens (2002) stated that the nongovernmental sector is a set of formal, independent organizations whose primary goal is to endorse common interests and causes at the local, national or the international level. NGOs share five common structural-operational features that distinguish them from public or private organizations (Salamon and Anheier, 1998). The first structural-operational descriptor that distinguishes NGOs from public or private organizations is that, unlike many private non-state organizations, nongovernmental organizations do not seek to accumulate profit. Specifically, these organizations “do not distribute profits to a set of directors, stakeholders, or managers” (Salamon, Sokolowski and List, 2004, pp. 39). Hansmann (1980) refers to this restriction as the “nondistribution constraint”. The “nondistribution

¹ There is a wide array of terms available for describing the nongovernmental sector (Martens, 2002; Salamon, Sokolowski and List, 2004). For the purpose of this research, ‘nongovernmental’ is the term that will be used to indicate any organizations that fall within the operational definition of the Lebanese Law of Associations.

constraint” posits that if an NGO accumulates any profit, it should expend it only to accomplish its missions and to cover the expenses of its services. Any surplus that remains is retained as reserves, reinvested in the expansion of services or given to other NGOs as grants (Steinberg, 2006).

Second, nongovernmental organizations are self-ruling private entities that operate separately from the government and its authorities (Mawlawi, 1993). According to Martens (2002), governments, their agencies, and their representatives are not included in the definition of NGOs. Organizations distance themselves from the government, especially from governmental financing, which may imperil the autonomy of nongovernmental organizations’ decision-making (Mawlawi, 1993), and compromise the NGOs’ ability to sustain themselves if financial support is retracted (Martens, 2002).

Third, nongovernmental organizations are ‘organized’ to give form and consistency to their activities and functions (Salamon, 1996). This characteristic distinguishes NGOs from other types of collective action, such as demonstrations or protests (Martens, 2002). To ensure ‘organization’, NGOs must establish continuity and consistency in meetings and membership, as well as formal decision-making procedures such as bylaws and governance structures (Salamon, Sokolowski and List, 2004). To be considered ‘organized’; NGOs must also have a basic organizational structure, an office and financial income (Martens, 2002).

Fourth, NGOs are self-governing. Nongovernmental organizations must establish formal procedures that enable them to undertake internal governance, and exercise their own control over their organization without the intervention of outside authorities (Salamon, 1996). NGOs should also have the power to stop their own activities, to control their own operations (Salamon, Sokolowski and List, 2004), to choose their

governing bodies, trustees and officers, and to arrange their organizational assets upon dissolution (Salamon, 1996).

Finally, NGO participation is voluntary. The term voluntary conveys the fact that organizations can attract volunteers to their causes (Salamon, 1996). Volunteers share their values, their skills, and their ideals to engage in their causes on their own personal time (Martens, 2002). Thus, participants cannot be coerced to join the organization, or the organization's activities (Salamon, 1996). The voluntary characteristic of nongovernmental organizations highlights the vital role that volunteers assume in the day-to-day management of these organizations (Salamon, 1996).

2. NGOs as a Substitute to Market and Government Failures

Several theories explain the presence of nongovernmental organizations. The first group of theories states that the nongovernmental sector is the result of market failure (Steinberg, 2006). Market failure occurs when the market cannot supply an adequate amount of goods. Hansmann (1980) added an additional aspect to the market failure theory, referred to as the contract failure theory. Contract failure is present in instances where the quantity and/or quality of service cannot be guaranteed and result in information asymmetries (Hansmann, 1980). Markets, driven by profit, take advantage of these information asymmetries (Steinberg, 2006). Since nongovernmental organizations are not guided by profit, they can be considered a trustworthy substitute (Hansmann, 1980). The second group of theories indicates that the nongovernmental sector is the product of the inability of the government to distribute adequate amounts of collective goods, which are also known as public goods (Weisbrod, 1988). The following sections will provide a more detailed account of these two failure theories.

a. Market Failure

Nongovernmental organizations exist as a response to two types of market failures: low supply of public goods and information asymmetries. Public goods are those products or services that can be consumed by anyone, regardless of whether they have paid for their production (Salamon, 1987). Public goods are known for two qualities: 'non-rivalness' and 'non-excludability'. Non-rivalness signifies that one person's usage of the item does not exhaust it, while non-excludability means that no one can be excluded from using the item (Krashinsky, 1997).

The free-rider problem is a consequence of these two qualities. The free-rider problem occurs when individuals use goods and services that they have not paid for (Hansmann, 1980). Since few purchasers will pay for items they can otherwise enjoy for free, these goods will be in short supply on the market (Salamon, 1987). Market failures occur when profit-seeking organizations do not have sufficient supplies of public goods (Steinberg, 2006). The nongovernmental sector improves the provision of products that have public qualities (Ben-Ner, 2002). With the assistance from donors and concerned consumers, NGOs can specify price, quality and quantity of the products and allot them to their target communities (Ben-Ner, 2002).

Nongovernmental presence is also the result of contract failure and information asymmetries. Contract failure theory states that markets can fail when consumers are faced with information asymmetries about the products and services they purchase (Hansmann, 1980 and Krashinsky, 1997). Information asymmetries, which occur when consumers do not have enough information to make an informed decision, can lead to disproportionate prices and substandard quality of goods and services (Hansmann, 1980 and Salamon, 1987). Under these circumstances, consumers who cannot evaluate the

quality of the goods and services they receive, look for a substitute source, which can give the consumer a level of assurance of quality (Salamon, 1999). Since NGOs are not guided by profit, clients believe that they are guaranteed good standards of quantity and quality, as the former step in to deliver goods and services consumers can trust (Salamon, 1987; Ben-Ner and Van Hoomisen, 1992).

b. Government Failure

Classical economic thought suggests that governments are established to counteract market failures, and to fulfill demands left unsatisfied by the market (Salamon, Sokolowski and Anheier, 2000). Yet, governments have their own limitations. For instance, the state can only provide public goods that the majority of voters support (Weisbrod, 1988), leaving an unfulfilled demand for other segments of the population due to the diversity of needs (Salamon, Sokolowski and Anheier, 2000). Thus, government failure occurs when governments cannot generate the goods needed to satisfy all divergent demands (James, 1997). In such circumstances, people seek nongovernmental organizations to get public goods they cannot secure from the market or the state (Salamon, Sokolowski and Anheier, 2000).

B. Lebanon's Nongovernmental Sector

The nongovernmental sector in Lebanon is active. Many authors maintain that this dynamism initially emerged during the Lebanese Civil War, when the government was unable to supply goods and services (Elbayar, 2005). In the absence of state institutions, and with the help of international organizations and donors, NGOs delivered emergency relief services. After fifteen years of civil conflict, peace was reestablished in 1991 with the Taif Agreement. At this time, the nongovernmental sector, particularly human rights associations,

began to participate in the political dialogue (Kingston, 2013). These NGOs joined the post-war debates, contributed to political and socioeconomic reforms, voiced their disapproval of sectarian politics, and reinforced the concepts of democracy and civil liberties (Kingston, 2013). The following sections review the history of Lebanon's nongovernmental sector, which is divided into four phases: the early beginnings, the Lebanese Civil War period, the post-civil war era, and the present.

1. Early Beginnings (19th Century – 1975)

The growth of the NGO sector began during the second part of the nineteenth century, while present-day Lebanon, known at the time as the Mount Lebanon Mutsarrifate, was under the rule of the Ottoman Empire (Karam, 2006). The expansion of the nongovernmental movement in Ottoman Lebanon occurred during a period where modernization, intellectualism and economic development were encouraged (d'Aspremont, 2011). Although information about NGOs created in the 19th century is limited, it was during this era that associations emerged (LCPS, 1997). For example, the first association that assisted the blind appears to have been founded in 1868. A decade later, the first association committed to free education appears to have been founded in 1878 (Barakat, 1991). Associations started by Christian-based and Muslim-based communities helped the underprivileged and offered charitable services, education, and healthcare (El-Husseini, Toepler and Salamon, 2004). Concurrently, family-based associations were initiated to defend particular political and social interests (d'Aspremont, 2011). The Ottoman rulers also allowed international organizations to assist local associations, and to build schools, hospitals, and orphanages (Barakat, 1991).

The rapid propagation of these organizations prompted the adoption of the 1909 Ottoman Law on Associations, which gave the organizations legal recognition and structure (Mehanna, 1993). This law defined associations as a group of several individuals who work together for a common cause, and whose aim is not to accumulate and distribute profits (ICNL, 2014). The 1909 Ottoman Law on Associations, which remains in effect to this day, simply requires an association to inform and notify (*'ilm w khabbar*) the Ministry of the Interior of its establishment to obtain a license (Elbayar, 2005).

The beginning of the 20th century witnessed the outbreak of the First World War, which amplified the need for nongovernmental organizations. Social and economic problems, paired with heavy migration, prompted the creation of religious-based associations. These religious associations encouraged communitarian development, focused on social, cultural and religious issues, and emphasized health and education. Such an organization, known as Makassed or the Philanthropic Islamic Association of Beirut, which was a religious association that supported its respective community and provided medical care and educational services to its beneficiaries (Karam, 2006).

The end of the First World War and subsequent dissolution of the Ottoman Empire led to the establishment of Greater Lebanon, which soon fell under a French Mandate. The Sykes-Picot Agreement brokered by France and England established Lebanon as a French protectorate (Zaki, 2007). The Lebanese Constitution, adopted in 1926, guaranteed the freedom of assembly and the freedom of association. The reality was different. The French administration discouraged the founding of nongovernmental organizations to disseminate Christian and Western cultures through French missionaries (El-Husseini, Toepler and Salamon, 2004). This decision immobilized the

expansion of Lebanon's NGO sector. Since the government had failed to issue any social and welfare policies to respond to the needs of its constituents, this restriction was a detriment to the welfare of Lebanese society.

Lebanon's independence in 1946 brought about a new state apparatus (El-Husseini, Toepler and Salamon, *et al.*, 2004). Social welfare policies issued by the state gave access to healthcare, education, housing and social security as basic rights. At the same time, Lebanon underwent the process of industrialization, which intensified migration to urban centers (El-Husseini, Toepler and Salamon, 2004). Poverty and social problems caused by overpopulation led to a higher involvement of the nongovernmental sector, especially neighborhood leagues and social welfare associations (Karam, 2006). A number of sectarian associations were also formed under the patronage of different religious groups. These associations sought to strengthen the bond between members of their respective religious communities by offering these communities charitable services (Karam, 2006).

The period from 1958 to 1975 was productive for Lebanese NGOs. This phase saw the rise of secular associations, labor unions, and leftist parties who adopted non-confessional and independent political agendas (d'Aspremont, 2011). The growth of secular organizations was due to the administrative, economic and social reforms that were implemented by President Fouad Chehab (AbiYaghi, 2012). Non-confessional, nonpartisan organizations such as the Mouvement Social, founded in 1961, pushed for a more active role in the economic and political component of society. This phase also saw the rise of specialized professional associations for nurses and lawyers (LCPS Report, 1997). The growth of non-sectarian organizations reduced the influence of religiously affiliated associations, and created room for a new generation of

development entrepreneurs concerned with social and economic advancement (Karam, 2006). Such organizations moved away from the traditional concept of charity and focused on projects of social justice, democratic participation, and development (d'Aspremont, 2011).

2. Civil War (1975 – 1991)

The Lebanese Civil War, which raged from 1975 to 1990, destroyed state institutions, incapacitated government agencies, and caused the collapse of the Lebanese currency (Mehanna, 1993). The war forced one third of the Lebanese population to migrate. Around 750,000 people were displaced, causing both economic and social deterioration (Bennett, 1996). The civil war also killed 400,000, wounded 250,000, and maimed 100,000 (Mehanna, 1993). The loss of human life and the reduction in quality of life urged the nongovernmental sector to respond to the consequences of the Lebanese Civil War.

Nongovernmental organizations soon became Lebanon's primary distributors of goods and services (El-Husseini, Toepler and Salamon, 2004). These goods and services were predominantly safety and health-related, and revolved around the provision of medicine, the establishment of infirmaries, the provision of assistance to those with disabilities and war injuries, as well as the reconstruction of war-torn houses (El-Husseini, Toepler and Salamon, 2004). Services also included the transportation and treatment of the wounded, and the provision of food and shelter to internal migrants (Mehanna, 1993). Other social programs included sponsoring orphans, training youth on reconstruction, offering scholarships for higher education, providing special care for the elderly, and issuing microloans to farmers (Barakat, 1991).

During the Civil War, the number of secular associations dwindled, while family and neighborhood associations expanded. The number of confessional NGOs also grew because of the absence of central authority, and the pressure to offer care in the form of relief, medicine, education, and shelter for the displaced (Bennett, 1996). Confessional NGOs, now joined by associations formed by political parties and militias, redirected their service provision from social development to emergency relief services (Karam, 2006). A small number of confessional Lebanese NGOs such as Caritas-Lebanon, YMCA-Lebanon, which were part of international networks, acquired sizable funds from abroad and delivered necessary services (Bennett, 1996).

Mohamad Barakat (1991) maintained that nongovernmental organizations effectively met their constituents' needs during these difficult times. Organizations were successful in their contributions to the war-torn society because of the diversity of problems, and the need to come up with quick solutions. The absence of the government and governmental regulations enabled NGO workers to forge direct relationships with the needy and their families, and to address more problems with efficient solutions. Providing these emergency relief services to their beneficiaries supplied nongovernmental workers with experience, and gave active organizations credibility and legitimacy (Barakat, 1991).

The Civil War also prompted nongovernmental organizations to seek cooperation to foster national unity in a system tightly controlled by militias. Collective NGO networks were a response to the diverse needs of the population, political insecurity, the reduction of the work of foreign NGOs, and the heightened costs related the implementation of social programs (Bennett, 1996). An example of a collective NGO network was the Lebanese Social Movement, which participated in the founding

of a national coordination of projects. This national coordination became the Lebanese NGO Network, which was an assembly of different associations such as Makassed, Amel Association, Caritas, Terre Des Hommes, and Secours Populaire Libanais. These nongovernmental organizations worked together to plan for post-war development programs (d'Aspremont, 2011). The Lebanese NGO Forum is another example of a network of nongovernmental organizations that worked together to aid citizens. The forum included both religious and secular organizations, such as the YMCA and the Lebanese Federation for Child Care.

3. Post-Civil War (1991 – 2005)

The Taif Agreement, arbitrated by the Syrian and Saudi Arabian governments, brought a close to the Lebanese Civil War in 1991. The Taif Agreement allowed Syria to guide Lebanon's internal decision-making processes and foreign policy (Safa, 1996) and sanctioned a Syrian military presence to preserve stability (Zaki, 2007). Meanwhile, the Lebanese government began the process of reconstruction in the face of a huge public deficit, as well as non-existing socioeconomic policies and service delivery systems (Karam, 1991).

After the end of hostilities, the nongovernmental sector faced new challenges, principally an unstable political situation, inflation and economic collapse, displaced populations and a government trying to get back on its feet (Bennett, 1996). With the end of the war, foreign aid from international organizations previously given to Lebanese NGOs was redirected to the Lebanese government (El-Husseini, Toepler and Salamon, 2004). The nongovernmental sector no longer had access to sufficient levels of financial resources.

Nevertheless, NGOs helped the government respond to the needs of a war-ravaged society (El-Husseini, Toepler and Salamon, 2004). Peace and the reestablishment of governmental institutions compelled nongovernmental organizations to redefine their objectives and actions (Karam, 2006). Organizations transferred their energies from emergency relief services to care and socio-economic development assistance (El-Husseini, Toepler and Salamon, 2004). The nongovernmental sector's main objective was to alleviate poverty through the generation of income-earning opportunities, and to raise self-reliance by providing beneficiaries with practical knowledge and skills (Karam, 1991). Nongovernmental organizations' other areas of interest also consisted of environmental issues, peace and reconciliation, electoral reform, reconstruction and development (ESCWA, 2010).

Post-war Lebanon witnessed the progression of two types of associations: traditional and modern (Karam, 2006). Traditional associations were based on confessional, communitarian and familial functions, while modern associations defended new causes (Karam, 2006). With the slow reemergence of the government and its agencies, traditional associations such as family associations, confessional associations and neighborhood associations ensured the protection of their constituents from political uncertainties (Karam, 2006). Though the presence of traditional associations was sizeable, there was also an abundance of modern associations concerned with human rights, social development, ecology, charity and philanthropy (Karam, 2006). Modern associations advocated issues such as the rights of women, persons with disabilities and special needs, and children (ESCWA, 2010).

4. Present (2005 – Present)

During Syria's presence in Lebanon, the growth of the NGO sector was slowed. The Ministry of Internal Affairs did not permit some NGOs to voice their concerns about social issues or public policies (Clark and Salloukh, 2013). Nongovernmental organizations that were considered 'too political' in nature were not given a license by the Ministry. The activities of NGOs were controlled by the political system, which obstructed the progress of laws such as the civil marriage law and the personal status law (ESCWA, 2010). Other strategies that nullified the organizations' activities included interfering in the management of the organizations' affairs, and politicizing internal elections. Finally, a few organizations were dissolved without notice or legal basis (Clark and Salloukh, 2013).

In 2005, after the assassination of Prime Minister Rafiq Hariri, self-designated Alternative NGOs called for a change in Lebanon's sectarian political nature, and demanded the resignation of the pro-Syrian government (Clark and Salloukh, 2013). The call for independence from the Syrian presence led to the Cedar Revolution, which removed Syrian forces from Lebanon. Nongovernmental organizations, especially civil and human rights associations were able to generate "new hope for the emergence of a more vibrant associational life" (Joseph, 2010, p. 9). The new less traditional youth movements focused on human rights, and encouraged participation in nongovernmental organizations.

Even though the environment has become more conducive to the advancement of nongovernmental organizations, there remain legal and religious constraints. For example, the sectarian and patriarchal political system hinder the work of NGOs such as the Collective for Research and Training on Development Action (CRTD-A) and

Nasawiya, which are organizations that support the right of Lebanese women to pass on their nationality to their children. These women's rights organizations have pushed legislative reforms that have not been passed by the Lebanese parliament (Masri, 2010).

Although the nongovernmental sector has evolved and plays a significant role in Lebanon, there is a lack of information on the activities conducted by NGOs. Emphasis on the sector's legal framework and its relationship with the government has overshadowed the importance of studying the activities undertaken by nongovernmental organizations (Traboulsi, 2001). The expansion of knowledge about the sector's undertakings can help researchers understand the scope of NGOs in Lebanon. Although some attempts have been made to classify these organizations, they have fallen short.

C. Classification of Nongovernmental Organizations

The following sections describe some attempts made by several local and international organizations to classify Lebanese nongovernmental organizations. The sections also delineate the existing systems used to classify NGOs worldwide as well as their advantages and disadvantages.

1. Classification Attempts in Lebanon

There have been several attempts to classify Lebanese nongovernmental organizations. These endeavors have been undertaken by international organizations such as the United Nations Development Programme (UNDP) and the United States Agency for International Development (USAID). Efforts have also been made by local organizations such as the Federation of Nongovernmental Organizations and the Daleel-Madani. Although these efforts are commendable, they suffer from several limitations, most notably, the lack of information, outdated information, or both.

a. The Federation of Nongovernmental Organizations

In 1958, backed by the Ford Foundation and the Lebanese Ministry of Social Affairs, the Federation of Nongovernmental Organizations carried out the first classification of its kind. This study was a comprehensive overview of the types of services offered by Lebanon's NGOs. The study was prompted by the growth of welfare organizations and their contribution to the needs of Lebanese society (Federation of Nongovernmental Organizations, 1958). The lack of statistical data on social problems, which caused redundancies in the provision of services, compelled the Federation to investigate nongovernmental organizations (Federation of Nongovernmental Organizations, 1958). This research was vital for the promotion of coordination and collaboration, for the reduction of the duplication of work, and for increasing efficiency in the provision of goods and services. Moreover, the goal of the directory was to link beneficiaries to the benefactors, and to facilitate the location of these services and the people dispensing them.

The Federation wanted to create a comprehensive picture of the services provided by the organizations to pinpoint the areas of need and to evaluate the work accomplished (Federation of Nongovernmental Organizations, 1958). To do this, the study was divided into two parts. The first part of the study was concerned with the creation of a directory with names, addresses, and a short description of the missions and activities of the NGOs. To accomplish this task, data was collected using face-to-face and telephone surveys. The second part of the research involved the analysis of the participating NGOs. This list was compiled from different sources such as the Ministry of Interior, the Ministry of Social Affairs and other private individuals and groups. Due to inadequate recordkeeping, suspicion on the part of NGOs, and reluctance to

cooperate, only 125 nongovernmental organizations contributed the second part of the study (Federation of Nongovernmental Organizations, 1958).

The nongovernmental organizations were then grouped in the following categories: orphan care, educational services, medical services, welfare and relief, aid to the handicapped, child welfare services, other social services, promotion of civic mindedness and the promotion of moral, social, and cultural standards. The NGOs were further classified by date of foundation, gender composition, regularity of meetings and programs, incomes and expenditures, and number of paid and unpaid personnel. Furthermore, the research studied the distribution of sectarian societies and the specific services rendered.

b. The United Nations Development Programme

The United Nations Development Programme undertook another classification effort in the early part of the 21st century (El-Haraka *et al.*, 2004). The UNDP compiled a list of NGOs that it collaborates with. The UNDP's portal indicated that the aim of this classification was to share the directory with concerned government agencies, civil societies, and international organizations that worked in Lebanon (UNDP, 2014). This task meant to facilitate networking and coordination. The UNDP's methodology was straightforward. If an organization wished to be part of the directory, its representative filled out a questionnaire and returned it to the UNDP. The questionnaire asked for the following information: names, telephone numbers, mailing addresses, principle officers, types of organization and purposes, types of affiliations (i.e. national affiliate of an international organization), main types of activities, geographic scopes of activity, target populations, structures, management hierarchies and external relations and finances.

c. The World Bank and the Ministry of Social Affairs

With the help of the World Bank, the Ministry of Social Affairs conducted a survey of nongovernmental organizations in Lebanon to describe and classify the NGO population in Lebanon in 2006 (Chaaban and Seyfert, 2012). The Ministry identified more than 6000 organizations that were officially registered (Chaaban and Seyfert, 2012). Of these organizations, the study only included 3,353 NGOs. The questionnaire collected information on the NGOs' administrative structures and organizational services, and organizational confessional/sectarian affiliations (Chaaban and Seyfert, 2012). Although the present research does not have access to the official report and to the survey results, Chaaban and Seyfert (2012) did reveal that one of the survey results showed that while the percentage of religious NGOs had decreased over time, there tended to be increases following political unrest.

d. The Daleel-Madani

An additional attempt at classification was undertaken by the Daleel-Madani, which is a civil society portal operated and managed by Lebanon Support (Daleel-Madani, 2014). Lebanon Support is a nongovernmental, non-partisan organization, concentrated on the production and dissemination of information. The Daleel-Madani has two goals: to present the Lebanese nongovernmental sector with a tool to circulate and publish information, and to offer the general public an accessible portal of data, as well as a way to communicate with NGOs (Daleel-Madani, 2014). Organizations interested in being part of the portal have to register themselves. Respondents disclose the name of their organization, the year their organization was founded, their registration number, the country of origin, the organization type, their location, the sector of intervention (for example, children and youth), the description of the

organization, the address of the NGO, contact information, and contact person details. More than 1200 organizations are registered on the portal and they range from larger organizations with international affiliations to smaller local organizations (Daleel-Madani, 2014).

e. USAID, Zawarib and Lebanon Support

Another endeavor of classification is the NGO Map created in 2012 with the help of USAID, Zawarib, and Lebanon Support (Zawarib, 2014).² The aim of this map was to disclose vital information about NGOs to create a better network amongst them, and to help potential clientele find the organizations they seek. The NGO Map revealed that organizations were selected based on location, level of activity, and secularism (Zawarib, 2014). The information on the NGO Map included the name of the organizations, their main activities, their phone numbers and their e-mail addresses. The NGOs were categorized in five locations: Ras Beirut, Mazraa, Achrafieh, Moussaitbeh and Downtown (Zawarib, 2014).

These attempts have provided the present research with an excellent foundation. The classifications endeavored by the different organizations are commendable because they provide insights into the nature of the NGO sector and its activities. However, these classifications also suffer from several limitations. A limitation that applies to all endeavors is the non-representativeness of the nongovernmental population samples used by the surveying organizations. Apart from the attempt made by the Ministry of Social Affairs, there are no comprehensive databases that contain data related to the nature of Lebanese NGOs. Existing databases are primarily listings of the NGOs name

² The NGO Map can be accessed on the following website:
<http://zawarib.org/portfolio/the-ngo-map/>

and contact information, but contain nothing about the size, finances, activities, beneficiaries and memberships of the organizations. Additionally, inactive nongovernmental organizations have not been removed from the portal, and new NGOs have not registered on the directory. Some organizations that are registered on these portals belong to the private and public sectors, defeating the purpose of a portal dedicated to the dissemination of information about nongovernmental organizations. There is also a lack of follow-up on inactive organizations or newly formed organizations that does not allow researchers to study the changes in the Lebanese nongovernmental sector over time. Finally, a closer look at the available information showed that NGOs did not fill out all the required materials, providing a less comprehensive view.

2. Nongovernmental Classification Systems

A variety of systems are used to classify nongovernmental organizations. Even though these classification systems differ, there is agreement that the most suitable unit of analysis is the individual organization and its primary function. This section will list and describe several classification systems used worldwide. These classification systems include the Internal Revenue Service (IRS), the National Taxonomy of Exempt Entities (NTEE), and the International Classification of Nonprofit Organizations (ICNPO).

a. The Internal Revenue Service

A classification system used by the Internal Revenue Service provides the National Center for Charitable Statistics (NCCS) with information on tax-exempt nongovernmental organizations (NCCS, 2006). The Center aggregates the information collected by the IRS, through its Form 990 and from three other files, which are the

Business Master File (BMF), the Return Transaction File (RTF), and the IRS Statistics of Income (SOI) (Lampkin and Boris, 2002). In the United States, tax-exempt organizations with annual gross receipts of \$25,000 or more annually, file form 990 with the Internal Revenue Service. This form requires data on organizations' missions, activities and finances (NCCS, 2006). The BMF, on the other hand, contains lists of all active organizations that have tax-exempt status. It also identifies information such as name, address and purpose, total assets and gross receipts (Lampkin and Boris, 2002). The BMF tracks nongovernmental organizations that operate in the United States and categorizes them by region to generate mailing lists for them (NCCS, 2006). The RTF is the principal data source on financial information on organizations that file the Form 990 (Lampkin and Boris, 2002). Finally, the SOI, which was created for the purpose of research, focuses on NGOs that have \$30 million dollars or more in assets (Lampkin and Boris, 2002).

b. The National Taxonomy of Exempt Entities

Another common nongovernmental classification system is the National Taxonomy of Exempt Entities (NTEE). The NTEE, which classifies all tax-exempt organizations, was developed in the mid-1980s by the National Center for Charitable Statistics. The NTEE serves a variety of functions for researchers and private organizations that collect and report statistics and other vital data on NGOs (Hodgkinson, 1990), such as their primary fields of activity, purposes and clientele (Turner, Nygren and Bowen, 1993; Hodgkinson and Toppe, 1991). This taxonomy also classifies organizations in accordance to their governance structures and their religious or non-religious affiliations (Hodgkinson and Toppe, 1991). The NTEE has ten major categories: arts, education, environment and animals, health care, human services,

international, religion-related, mutual benefit, public and societal benefit, and finally the unknown or the unclassified (NCCS, 2006).

c. The International Classification of Nonprofit Organizations

A third classification system is the International Classification of Nonprofit Organizations (ICNPO), which is an attempt to deal with nongovernmental organizations worldwide. The ICNPO has twelve different categories of nongovernmental activity, which consist of service functions such as education and research, community development and housing, health, and social services. Functions also include “expressive functions” such as civic and advocacy; arts, culture and recreation; environmental protection; business, labor, and professional representation (Salamon, Sokolowski and List, 2004, p. 11).

The focus of this classification system is the “principal activity” of the organizations or the types of services and goods they provide (Salamon and Anheier, 1992). The ICNPO classifies organizations according to their 1) primary activity, 2) secondary activity, and 3) tertiary activity (Smith, 1996). If an NGO belongs in two or more categories, the coder can use the ICNPO to place the nongovernmental organization in the primary activity category as he or she sees fit (Smith, 1996). Subsequently, the organization can also be placed in second and third activity categories if it fits elsewhere in the classification (Smith, 1996). The ICNPO assesses employment and volunteer time, operating expenditures, and “the sources of nonprofit financial support, including donative or contributing income, public-sector support, and revenue from the sale of services or other products” (Salamon and Anheier, 1998, p. 217).

3. Advantages and Disadvantages of Classification

The classification of NGOs has its advantages and its disadvantages. The classification of large amounts of data makes information accessible to people and researchers (Plosker, 2005). Classification systems can be employed to describe the diversity of NGOs in a region, for example, by type, purpose and services offered (Hodgkinson, 1990; Never, 2011 and Lampkin and Boris, 2002). Classifying NGOs is essential for many reasons. For instance, philanthropists and donors need to know which services organizations provide so that they can make informed decisions about where to allocate their resources (Never, 2011). Classification also aids decision-making, especially when it comes to daily management and resource-allocation decisions by staff, donors, public sector leaders, legislators and citizens (Lampkin and Boris, 2002). Classification enables researchers to evaluate the objectives of nongovernmental organizations (Hodgkinson and Toppe, 1991). Moreover, governments can use the information to pinpoint needs and assess where collaboration might be fostered (Appe, 2012).

Despite its usefulness, classification has its limitations. First, Appe (2013) states that classification efforts taken on by governmental and nongovernmental organizations fall short because they cannot cover more than a small sample of the NGO population. In addition, classifying organizations tend to disregard important elements of the nongovernmental sector such as those organizations that are not legally registered, alternative forms of NGOs, and organizations that lobby the government or that work outside the official agenda (Appe, 2013).

The literature also suggests that many classification systems themselves suffer from several drawbacks. The data collected by the IRS system cannot identify all types

of organizations, such as those committed to public education, public protection, and community building (Boris and Mosher-Williams, 1998). Furthermore, religious congregations are not obligated to register with the IRS, even though they have tax-exempt status (Lampkin and Boris, 2002). The IRS does not take into consideration small charities such as those that gross \$5,000 annually because they are not required to submit Form 990 (Boris and Mosher-Williams, 1998). Finally, identifying data are only updated every few years and inactive organizations are thus kept in the database (Lampkin and Boris, 2002).

The National Taxonomy of Exempt Entities also has its limitations. The NTEE is primarily designed for U.S.-based NGOs, where major categories oftentimes do not apply to the nongovernmental sectors of developing countries (Smith, 1996). Turner, Nygren and Bowen (1993) mention that the NTEE can also incorrectly include or exclude organizations. The incorrect inclusion or exclusion of NGOs occurs because the NTEE uses an organization's name to classify an NGO. For example, a charitable organization named "College Park Towers" was classified as a college, when in fact it was a housing complex for the elderly (Turner, Nygren and Bowen, 1993). Concurrently, the categories offered are not detailed enough for the large number of social programs that are implemented by nongovernmental organizations (Lampkin, Romeo and Finnin, 2001). Thus, the National Taxonomy of Exempt Entities does not incorporate all the organizations' activities because it classifies them only according to their primary purposes.

The ICNPO has drawbacks similar to the NTEE. Both NTEE and ICNPO cannot distinguish purposes that fall into more than one category (Salamon and Anheier, 1992). For example, environmental organizations that are also engaged in advocacy activities

cannot be classified in more than one category. Moreover, just like the NTEE, the ICNPO only emphasizes primary purpose and not activities, which are indispensable to understand how an NGO achieves its mission (Boris and Mosher-Williams, 1998). Finally, details on how to apply those two classification systems are not well explained in the literature to researchers who were not involved in the formulation of the systems (Smith, 1996).

D. Conceptual Framework

Despite the limitations of classification and classifications systems, this study relied on the IRS, the NTEE, and the ICNPO, as valid schemes for the exploratory conceptual framework devised for this study. Since there is no all-encompassing nongovernmental classification system that can categorize NGOs in Lebanon, this research combined the discussed classification systems to develop a framework that can be used to understand the nongovernmental sector. Named the Exploratory Classification System of Lebanese NGOs (ECSLN), this conceptual framework was used to devise a survey instrument to explore the different components of the Lebanese nongovernmental sector.

The nongovernmental sector is made up of multiple components. Some of those components, for example, governance structures, policy-making procedures, advocacy roles or the impact of NGOs, were considered beyond the scope of this study and were not included in this study. For the purpose of this research, the Exploratory Classification System of Lebanese NGOs studied the following elements of the NGO sector. First, the ECSLN enabled the study of the primary areas of activity of the organizations, and the types of beneficiaries who require the goods and services of these NGOs. The classification system also allowed the study to gather information about the

organizations' human resources, financial resources, as well as their geographical locations. A summary of the ECSLN's five components is provided in Figure 2.1.

Table 2.1: Conceptual Framework

ELEMENT	DESCRIPTION
ORGANIZATIONAL PURPOSE³	
<i>Mission Statement</i>	The formal mission of the NGOs.
<i>Primary Area of Activity</i>	The primary set of activities engaged in by the NGOs.
<i>Secondary Area of Activity</i>	The secondary set of activities engaged in by the NGOs.
<i>Goods and Services Produced</i>	The nature of the goods and services produced by the NGOs.
BENEFICIARIES⁴	
<i>Types of Beneficiaries</i>	The description of the clientele served by the NGOs.
<i>Age of Beneficiaries</i>	The age group of the clientele served by the NGOs.
<i>Gender of Beneficiaries</i>	The primary gender of clientele served by the NGOs.
HUMAN RESOURCES⁵	
<i>Number of Employees</i>	The number of full-time and part-time staff employed by the NGOs
<i>Number of Volunteers</i>	The number of volunteers who work for the NGOs.
FINANCIAL RESOURCES⁶	
<i>Main Sources of Revenue</i>	The revenue streams of the NGOs.
<i>Revenues Raised</i>	The amount of funds raised by the NGO
<i>Annual Operating Expenditures</i>	The amount spent by the NGOs yearly.
GEOGRAPHY⁷	
<i>Location of Offices</i>	The location of the organization's headquarters.
<i>Location of Activities</i>	The location of activities taking place inside and/or outside of Beirut.

The first component of the ECSLN was designed to collect data about the organizations' overarching objective including mission statement, primary and secondary purpose, and the nature of the goods and services they distribute. To distinguish between organizations by the types of goods and/or services they deliver, the research relied on both the NTEE and the ICNPO. For this study, the larger areas of

³ Source: ICNPO (Salamon and Anheier, 1998) and NTEE (Turner, Nygren and Bowen, 1993)

⁴ Source: NTEE (Turner, Nygren and Bowen, 1993)

⁵ Source: ICNPO (Salamon and Anheier, 1998)

⁶ Source: ICNPO (Salamon and Anheier, 1998) and IRS (Lampkin and Boris, 2002)

⁷ Source: IRS (Lampkin and Boris, 2002)

activity included sixteen purposes: arts and culture, recreation and social clubs, sports, education, research, health, mental health, environment, animals, human and social services, development, law and politics, international and foreign affairs, philanthropic intermediaries and promotion of voluntarism, business and professional associations and religion.

The second component of the ECSLN was designed to gather information about the beneficiaries of nongovernmental services, and to gain insight about the types of clientele served by the NGOs. Borrowing from the NTEE, this component of the ECSLN was also designed to collect demographic information, such as the gender and age of the beneficiaries who seek the services of the Lebanese nongovernmental sector. This additional data gathered on nongovernmental clientele can aid NGOs to identify and address the needs and interests of their constituents.

The third component was devised to collect data on the human resources that are employed by, or volunteer for nongovernmental entities. This component borrowed elements from the ICNPO. This part of the conceptual framework collected information on the NGOs' paid and unpaid staff. More specifically, this component gauged the size of the nongovernmental organization as defined by the number of employees and volunteers that the organization employs.

The fourth component focuses on the organizations' financial resources. Borrowing from the ICNPO and the IRS, this component of the classification system assessed the size of the organizations in terms of the funds raised and expended. Like the fourth component of the ECSLN, the aim of this element was to assess the size of the organization in accordance to the main sources of revenue, the amount of funds raised, and the estimated amount of annual operating expenditures.

The fifth component was created to uncover the geographic locations of the organizations. The ECSLN borrowed the idea of service identification from the NTEE and the IRS to pinpoint the location of the nongovernmental organizations' headquarters and to determine where projects are undertaken inside and/or outside of Beirut, Lebanon.

E. Conclusion

Classification can reveal the diversity of nongovernmental organizations that operate in Lebanon. The Exploratory Classification System of Lebanese NGOs, which is based on existing classification systems, was used to develop a survey instrument that gathered statistical data on the nature of the NGO sector. In the following chapter, the methods used to collect and analyze data will be discussed in detail, and will describe how information was gathered on the primary purposes of the NGOs, their beneficiaries, their human resources, their financial resources, and their geographical locations.

CHAPTER III

RESEARCH METHODS

The study at hand explores the local nongovernmental organizations located in Lebanon. To collect the necessary data, online surveys were conducted with professionals who work within a sample of NGOs located in Lebanon. This chapter reviews the survey methodology employed for this thesis, and is divided into several sections. The first section lists the research questions central to this study, describes the unit of analysis and the unit of observation, and explains how the sample was selected. The second explains the research methodology used for this study and the process employed in the construction of the survey instrument. The final section of this chapter describes the processes of data collection and analysis, and the limitations of the research conducted.

A. Research Questions

This thesis developed and employed a classification system to understand and facilitate the collection of data that can be used to describe the nature of nongovernmental organizations that operate within Lebanon. To this end, this study addresses three research questions.

1. What are the purposes of the nongovernmental organizations that operate in Lebanon?
2. What is the size of the nongovernmental sector in terms of human and financial resources?
3. Where are NGOs located in Lebanon and where do they perform their activities?

1. Unit of Analysis and Unit of Observation

This study focused on the nongovernmental sector in Lebanon as the primary unit of analysis (Salkind, 2010). The unit of observation, on the other hand, is a collection of units of analysis (Denton, 2007). The units of observation in this study were the professionals who work within Lebanon's nongovernmental sector.

2. Sample

A sample is a group of components chosen from a larger population under the assumption that the investigation of this smaller group will divulge information about the larger population (Hibberts, Johnson and Hudson, 2012). This research employed a nonprobability sample, which is a method with which researchers choose their sample based on the goal of the research, the obtainability of respondents, and the investigator's subjective judgments (Guo and Hussey, 2004). Nonprobability sampling is also used to acquire information from potential participants whose understanding of the topic is pertinent to the study conducted (O'Sullivan, Rassel and Taliaferro, 2011).

The selection of informants for this study was done through the use of a nonprobability design known as purposive sampling. Purposive sampling was chosen because it can facilitate the collection of data about the nongovernmental sector in Beirut. Purposive sampling depends on the judgment of the researcher to determine who could qualify to participate in the study and who could contribute relevant information (Hibberts, Johnson and Hudson, 2012). Purposive sampling is grounded on the selection of professionals based on their expertise of NGOs, their individual experiences, or their specialized position in the NGO (O'Sullivan, Rassel and Taliaferro, 2011). The NGO representatives who participated in the research included founding members, board

members, and managing directors, paid staff, administrative assistants and volunteers.

B. Research Methods

Survey instruments enable researchers to acquire specific information from a large number of sources (Frey, 1970). Surveys facilitate the generation of objective statistics on the population of interest (Fowler, 2009), and allow participants to express their subjective opinions through open-ended questions (Weisberg *et al.*, 1996). There are different types of surveys. These types include interview surveys, which can be face-to-face or telephone-based. They also include self-completion surveys, which are sent through the mail or from an online source (Stoop and Harrison, 2012). Online source surveys are questionnaires that are carried out via e-mail or the World Wide Web (Best and Harrison, 2009). For this research, an online source survey was used because it provided the advantages of cost-efficiency, easy instrument development, and a larger coverage of potential participants.

1. Data Collection

Before data collection can begin, the survey instrument must be carefully constructed. The construction of the questionnaire is one of the most important steps in conducting a survey because questions must be written carefully to extract the information needed (Weisberg *et al.*, 1996). To capture the varied perspectives of the Lebanese NGO community, a survey questionnaire that consisted of 74 questions was developed. The survey was conducted in two languages: Arabic and English.

The questions written for this study were organized into several sections, each of which was designed to collect data on a component of the nongovernmental sector in Lebanon. The first section of the survey gathered data on the purposes of the

participating NGOs. The questions included in this section compiled information on the nongovernmental organizations' areas of activities, their missions, and the nature of goods and/or the services that are distributed by the organization. This set of questions also collected data about the NGOs' beneficiaries, including type, age and gender. The second section of the survey collected data on the size of the nongovernmental organizations participating in the research, by assessing both human and financial resources employed. To evaluate the human resources available to NGOs, the questionnaire asked about the number of full-time and part time employees who work within the NGOs, and about the number of volunteers involved in nongovernmental causes. Moreover, to assess the funds that the organizations have access to, the instrument included questions about the main sources of financing for NGOs, and about the amount of revenues raised and expended. Finally, to classify Lebanese NGOs in accordance to their geographical locations, the third section of the survey contained questions about the primary location of the nongovernmental offices and the activities NGOs conduct inside and outside Beirut. Copies of the surveys used in this study can be found in Appendix I and II.

Data collection began by identifying the NGO target population. The Internet was determined to be a suitable method for pinpointing a sample appropriate for this research (Best and Harrison, 2009). A list was created from publically available sources on the Internet, for example, NGO websites such as Daleel Madani, United Nations Development Programme and Lebstyle.com. The list, which consisted of 824 organizations, contained larger local organizations, and smaller organizations, all active in different fields. Government reports and research reports were also used to identify nongovernmental organizations not advertised on the Internet. The list containing

information about the NGOs was then compiled into a master database. The master database included website addresses, contact names, the telephone numbers, and the e-mail addresses used by the relevant organizations.

The second step was to administer the survey instrument to the organizations included in the database. The primary contacts in the database consisted of presidents, vice presidents, reporting managers, executive directors, managing directors, program directors, assistant directors, secretary-generals, and coordinators. Generic e-mail addresses were also included in the database because a few NGOs did not provide information for primary contacts. The survey was administered in three rounds between September 2013 and January 2014. In the first round administered on the 6th of September 2013, e-mails were sent to ask NGO members to complete the online survey, which appeared as a link to *LimeSurvey*.⁸ Respondents were informed about the purpose of the research, the advantages of participation, and the approximate time it would take to complete the survey. The same NGO professionals were sent a series of follow up e-mails to remind them of the benefits of the study, and to remind them to complete the survey. The second round of surveys was administered on the 22nd of October 2013. In the third round, which was sent out on the 14th of January 2014, the potential informants were sent a final reminder to participate in the survey. The subject of the third round of e-mails indicated that this was the final request for participation. Copies of the requests for participation can be found in Appendices III and IV.

⁸ *LimeSurvey* is AUB's official online survey management tool. The Institutional Review Board oversees the use of *LimeSurvey* by AUB researchers. *LimeSurvey*, which is an open source, free online software, generates statistics for the survey results. <https://www.limesurvey.org/en/>

2. Data Cleaning and Analysis

The information collected from the online survey contained missing data. Missing data can be classified into three types of nonresponse. The first is known as unit nonresponse, which occurs when a respondent refuses to answer any section of the survey, or does not visit the web address for the survey (Stopher, 2012). The second is known as item nonresponse (Stopher, 2012), which occurs when participants refuse to answer particular questions in the survey (Raghunathan, 2004). A third known as partial nonresponse (Courser, 2008) occurs when respondents answer sections of the survey, and discontinue participation by dropping out of the survey (Courser, 2008).

Several methods can be used to address problems of missing data (de Leeuw, Hox and Huisman, 2003). Some of these methods include listwise deletion (Roth, 1994), pairwise deletion (Pigott, 2001), and single-value imputation (Graham, 2012). Listwise deletion involves the removal of all cases that do not have complete data on the variables (questions) of interest (Pigott, 2001). Pairwise deletion allows the investigation of all cases in which the variables of interest are available (Pigott, 2001). An alternative to these two techniques is single value imputation. Single value imputation consists of 'filling a hole' by replacing the missing value to have a complete data set (Haziza, 2005).

This research relied on pairwise deletion to prepare the data for analysis. Pairwise deletion began with the assessment of the variables present in the study. If the variables were not central to the analysis, they were deleted from all survey responses to reduce the rate of nonresponse (de Leeuw, Hox and Luisman, 2003). Of the 74 variables within the survey, 10 variables were removed, leaving the study with 64 variables of interest. The advantage of pairwise deletion is that it allows the analysis of a larger

number of survey responses, since it omits only a few variables, instead of entire responses (Hox, 1999).

The second step was to analyze the remaining 64 variables. First, the complete responses were saved and stored on LimeSurvey. Second, incomplete responses were scrutinized. Survey organizations set standards that evaluate whether survey results with incomplete responses, whether item or partial, can be considered as viable interviews beneficial for the research (Courser, 2008). These standards include instances where respondents have answered a satisfactory proportion of all applicable variables that are critical to the study (Courser, 2008). For instance, if a respondent answered less than 50% of all applicable questions answered, then the survey result is considered a unit nonresponse (Courser, 2008). The unit nonresponses found by this study were all discarded (Sue and Ritter, 2007). If a respondent filled 50 to 80% of all relevant questions, then the survey results were considered partial responses and kept for data analysis. Finally, if more than 80% of the questions had been answered, the survey responses were considered complete and included in the data analysis (Courser, 2008).

This study analyzed surveys that were 50% to 100% complete (Courser, 2008). Since the questionnaire contained 64 variables of interest, incomplete responses were considered partial nonresponses if the minimum of 32 (or more) applicable variables had completed values. In addition, incomplete responses were considered full responses if 51 applicable variables (or more) had completed values. The clean-cut data was then used to generate descriptive statistics.

To summarize, a total of 824 organizations were invited via e-mail to participate in this study.⁹ Of the 824 organizations, 203 organizations could not be reached due to the invalidity of their e-mail addresses or the unavailability of telephone numbers. Thus, the survey was successfully delivered to 621 NGOs. The final number of NGO professionals who participated was 232. The 232 cases were comprised of those respondents who pressed on the link that led them to the web-based survey. Of the 232 cases, 138 cases were unit nonresponse and 6 cases were duplicate responses that were not considered for data analysis. On the other hand, 13 cases were partial responses, and 75 cases were complete responses. These responses were deemed beneficial to the outcome of the study, leaving 88 cases for analysis. The third and final step in the analytical process was to analyze the data of the remaining 88 survey results. The analysis was accomplished by *LimeSurvey*, which exported the survey responses and statistics into an excel sheet which this study accessed and examined.

C. Limitations Of Research

This study faced several limitations, which reduced the response rate and affected the generalizability of the findings. These limitations include: the undefined population of NGOs, the design of the questionnaire, the length of the questionnaire, the employment of Internet surveys, and mistrust of the research. Each will be discussed in the sections below.

⁹ The number of registered nongovernmental organizations in Lebanon exceeds the number stated above. This number represents those nongovernmental organizations that the study was able to find from publically available sources such as websites and reports.

1. Undefined Population

The absence of accurate information about the NGO population size made it difficult to determine an appropriate sample size for this study. The lack of a clear sample size can result in a sampling error. Sampling errors occur when a study is unable to gather information from all the population of interest (Bautista, 2012). The sample of NGOs that this research utilized does not represent the larger population of nongovernmental organizations from which it was drawn. The non-representative nature of the sample signifies that the results and the statements made in this study are not necessarily generalizable to the entire population of NGOs in Lebanon (Sills and Song, 2002).

2. Topic Sensitivity

Low response rates are closely associated with the design of the questionnaire, particularly if it contains sensitive questions. Research conducted in the Middle East concluded that sensitivity to questions is considered a major setback to survey research (Palmer, 1987). In this study, the insertion of delicate topics may have made NGO professionals uncomfortable if they perceived that the questions were an infringement on their privacy or interests. Due to the sensitive nature of several questions (for example, questions on financial resources, effectiveness of organizational management), this research may have encountered a low response rate. Response rates could be enhanced by gaining the respondent's trust, guaranteeing confidentiality, and by explaining why certain questions are asked (de Leeuw, Hox and Huisman, 2003).

3. Questionnaire Length

The length of the questionnaire might have contributed to the low response rate.

Long questionnaires are a nuisance to interviewees, particularly if the survey administrator misjudged the time the completion of the survey will take (Burnham, Gilland, Grant and Layton-Henry, 2008). A long survey can burden the respondents and diminish their commitment to the survey. The lack of commitment to the survey can increase the number of respondents who drop out of the study. For instance, several participants indicated that the length of the questionnaire discouraged them from completing the survey or from participating in the research. According to Palmer (1987) the solution to this problem is to spend time on ‘social amenities’, to sit with the respondents and guide them through the questionnaire to lessen their hesitance (Palmer, 1987).

4. Internet Survey

Despite their popularity, web-based surveys have several drawbacks that can lower response rates. For instance, some organizations do not have access to computers or Internet connections and cannot participate in online surveys (Manzo and Burke 2012). In addition, potential participators may have failed to distinguish between appeals for participation and spam (Stoop, 2012). Organizations usually install spam filters that reject bulk e-mails, especially those that come from unknown addresses (Toepoel, 2012). Thus, the installation of spam filters can lower response rates. Finally, many of the NGOs’ e-mails addresses were no longer active, further reducing the response rate. To attenuate the negative effects of online surveys, informants should be contacted at several different times and in several different methods. Also, obtaining an initial sample of NGOs that is larger could increase the low response rate caused by the employment of online surveys (De Vaus, 2002).

5. Mistrust

Some NGOs that were contacted voiced their mistrust of the motives of the research and the researcher. To alleviate the uncertainty experienced by the respondents, a researcher should devote the necessary time to get to know the community of interest. Building a relationship with respondents, especially in the Middle East, can fortify respondents' trust in the study, and can alleviate indifference to the research (Farah, 1987). Adding a face to the researcher can also create an incentive for participants to commit to the survey and complete it. For future studies, mixed-mode surveys, which can reduce mistrust and increase response rate, should be employed, where web-based surveys are complemented with face-to-face survey interviews.

D. Conclusion

Survey methodology was chosen as the most appropriate method to answer the research questions posed at the beginning of this chapter. Employing a non-probability purposive sampling method, the survey was successfully delivered to 621 organizations. Of the 621 NGOs, 232 organizations pressed the link that led them to the online survey. A total number of 88 NGOs provided survey responses that were considered beneficial for the study. *LimeSurvey*, which is an online survey management tool, was used to distribute the survey and to generate statistics. The results are discussed in the next two chapters. Chapter IV presents the findings on the participating Lebanese NGOs, most importantly the purposes of their organizations, as well as the financial and human resources used for the fulfillment of their operations. Chapter IV also pinpoints the geographical locations within which NGOs conduct their operations. Finally, Chapter V discusses the findings and offers recommendations that can advance the activities and operations of nongovernmental organizations in Lebanon.

CHAPTER IV

FINDINGS

This chapter reports the results of the survey administered to nongovernmental professionals meant to explore Lebanon's nongovernmental sector. The survey results are organized into several sections. The first section describes the background of the respondents who participated in the study. The second describes the objectives of Lebanese NGOs, including their mission statements, the purposes that drive the activities of the organizations, and the types of goods and services offered. To provide an all-encompassing description of the objectives of the NGOs, this section also describes the beneficiaries of nongovernmental activities. The third section, which reveals information about the size of nongovernmental organizations that operate in Lebanon, is divided into two sub-sections. The first sub-section discloses the number of paid and voluntary staff employed by the organization. The second sub-section reveals the nongovernmental organizations' main sources of revenue, the amounts they have raised in the past year, and their yearly operating expenditures. The final section of the chapter lists the areas, inside and outside Beirut, where the surveyed NGOs are most active.

A. Background of Respondents

A total of 232 organizations participated in this study. Of the 232 NGOs, 95 did not provide any answers, 6 supplied duplicate responses, and 43 answered less than 50% of the questionnaire. As indicated in the previous chapter, only surveys that were at least 50% complete were considered for data analysis, since they contained answers to a large proportion of questions that are central to this study. Eliminating surveys that answered

less than 50% of the questions left the study with 88 responses for analysis. These 88 responses were considered for analysis because they contained rich information that was considered beneficial for the purpose of this study. Table 4.1 shows the number of responses that would have been included in the data analysis had other percentages of completion been considered. For example, if the study had considered only the surveys that were at least 60% complete, then 82 responses would have been available for analysis. Nevertheless, a wide diversity of NGOs completed the survey, including smaller and recently created organizations with grassroots initiatives, and larger well-established organizations, some of which were founded more than a century ago. Before proceeding however, it is necessary to provide background information about the respondents who participated in the survey, including their gender, their positions, and the years they have served in the NGOs.

Table 4.1: Responses Considered by Percentage of Completion of Questionnaire

# of Survey Participants	% of Survey Completed
7	100%
53	90%-100%
73	80%-100%
80	70%-100%
82	60%-100%
88	50%-100%
91	40%-100%
101	30%-100%
105	20%-100%
117	10%-100%
232	0%-100%

1. Gender of Respondents

A study conducted by Omar Trabousli (2001) found that nongovernmental staff in Lebanon is mostly composed of women. Similarly, this study found that female nongovernmental representatives were prominent participants in this study. Of the 88

NGOs that answered the question, 47 (or 53.41%) were female, and 29 (or 32.95%) were male, and 12 (or 13.64%) did not provide an answer for their gender, as Table 4.2 indicates.

Table 4.2: Gender of Respondents

	Number	Percentage
Female	47	53.41%
Male	29	32.95%
No Answer	12	13.64%
Total	88	100%

2. Current Position of Respondents in Participating NGOs

The majority of individuals who participated in the survey occupied senior positions in the nongovernmental organizations. Of the 88 respondents, 31 (or 35.23%) held the position of director. The second most common positions occupied by the surveyed respondents were that of manager and paid employee. The answers revealed that 19 (or 21.59%) were managers, and 19 (or 21.59%) were paid employees. On the other hand, only 3 (or 3.41%) participants were volunteers.

Nongovernmental organizations in Lebanon appear to offer a variety of careers in the sector. Prominent positions occupied by representatives of NGOs included positions such a project coordinator, board member, public relations officer and president. Nongovernmental professionals also reported that they held more than one position within their NGOs. For example, one respondent mentioned being the founder, director, and manager of the nongovernmental organization.

3. Years Served in Current Position and Years Served in Organization

The data indicated that the NGO representatives did not have extensive experience in nongovernmental work. More than 80% of 88 respondents had 10 or fewer years of experience. Some 69% had five or fewer years of experience. At the

other end of the spectrum, only 14.67% had more than eleven years of experience, as illustrated in Table 4.3.

Table 4.3: Years Served in Current Position

	Number	Percentage
0-1 Year	14	15.91%
1-5 Years	47	53.41%
6-10 Years	14	15.91%
11-15 Years	5	5.58%
16-20 Years	2	2.27%
20+ Years	6	6.82%
Total	88	100%

4. Discussion

The majority of NGO professionals who participated in this research were female. Female respondents may have been more active because, as the data will reveal, many of the organizations focus on gender equality and social empowerment, the protection of women from domestic violence, and the provision of women with the skills to improve their livelihoods. In addition, participants mostly occupied senior positions in the nongovernmental organizations. The prominent participation of senior position NGO professionals in the study could imply that only upper management has the authority to reveal information on NGOs and their activities. Finally, the survey results showed the majority of respondents had ten or fewer years of experience. These numbers could indicate that the people who work in the nongovernmental sector are inexperienced. The results could also mean that the sector does not have effective retention strategies in place, and cannot motivate staff to stay in their positions.

B. Purposes of NGOs

Nongovernmental organizations in Lebanon undertake a diverse range of causes. To support this claim, the following section enumerates some of the mission statements

specified by the NGOs, and evaluates the extent to which organizations assess their missions. The section also outlines the goods and services offered by the nongovernmental organizations. Finally, the following section categorizes the primary and secondary areas of activity and describes the types of beneficiaries who rely on NGOs, including the beneficiaries' age and their gender.

1. Mission Statements

The responsibilities and functions of Lebanese NGOs are identified through the mission statements that were provided by more than 90% of the respondents. The data indicates that NGOs in Lebanon have well-defined mission statements that delineate the purpose of their organizations, their values, and the needs of the beneficiaries they serve. In fact, 86 (or 97.75%) of the respondents believe that their organizations' mission statements are clear.

The participating organizations identify their most important responsibilities in their mission statements. These missions are updated frequently. Of the 72 (or 81.82%) organizations that regularly assess their missions, 85% reported that they did so in the past 5 years. Only 12% of organizations assessed their statements in the last 10 years or more. Table 4.4 reveals that Lebanese NGOs that participated in this study consistently reevaluate their objectives to ensure that they are up-to-date and meet the needs of their constituents.

Table 4.4: Frequency with which NGOs Assess their Mission Statements

	Number	Percentage
Every 1-2 Years	38	52.78%
Every 3-5 Years	25	34.72%
Every 6-10 Years	6	8.33%
Never	2	2.77%
No answer	1	1.38%
Total	72	100%

The missions of the organizations varied considerably. Some missions overlapped because they were broad (like “peace-building” (Response ID 77, 2014) or “to provide complete wellbeing for children” (Response ID 232, 2014)). Other missions were clear and focused as they delivered their messages and tackled several purposes such as human rights, health and education. For example, one organization “advocates for human rights and the abolition of torture,” “provides physical rehabilitations for survivors of torture,” and “educates the public about torture and its consequences” (Response ID 205, 2014). The following sections present an overview of the most common themes that emerged in the mission statements given by the nongovernmental professionals who participated in this study.

a. Missions Focused on Human Rights

Organizations’ mission statements prominently mentioned the protection and promotion of human rights, especially for those groups who are most marginalized such as women and the youth, children, people with disabilities, and the non-Lebanese. For instance, one NGO worked on “liberating Lesbians, Gays, Bisexuals and Transgendered (LGBT), and other persons with non-conforming sexuality or gender identity in Lebanon from all sorts of violations of civil, political, economic, social or cultural rights” (Response ID 29, 2014). Organizational purposes also involved the promotion of healthy habits among marginalized groups, primarily women and youth. Such a nongovernmental goal was “to develop social solidarity by reinforcing healthy behaviors in Lebanon through prevention, harm reduction policies, advocacy, and psychosocial policies for target populations of drug users and people living with HIV” (Response ID 130, 2014).

Organizational pursuits focused on the protection of the rights of the non-Lebanese such as Palestinians, Syrians, and migrant workers. For example, organizations empowered Palestinian refugees by teaching them skills that can lead them to self-sufficiency. Nongovernmental organizations also provided humanitarian relief for Syrian refugees in different areas of Lebanon. Additionally, organizations advocated the wellbeing of migrant workers and are dedicated to “the better treatment and social advancement of the migrant worker community in Lebanon” (Response ID 151, 2014).

b. Missions Focused on Health Issues

A second area emphasized by NGOs’ mission statements is health. Several organizations provide health care services and raise awareness on health issues. Nongovernmental representatives stated that their organizations promote healthy lifestyles and offer care to people affected with illnesses such diabetes, cancer, and HIV/AIDS. Nongovernmental organizations also create better awareness for those who suffer from life-threatening or limiting illnesses through patient care, advocacy and research.

In addition, the protection of persons with physical and mental disabilities featured regularly. Organizations advocate the rights of persons with mental disabilities, such as those with Down syndrome, and their families through support and physical rehabilitation to integrate them successfully into society. Nongovernmental missions include teaching coping mechanisms to women and children who have suffered from traumatic events such as domestic violence or torture by “facilitating psychosocial, medical and physical rehabilitation process[es]” (Response ID 205, 2014).

c. Missions Focused on the Environment

The preservation of the environment and of animal rights was also a prominent mission for NGOs in Lebanon. The need to protect the environment was stressed frequently. Mission statements showed that organizations are devoted to the preservation of marine environment, and aim to “protect, analyze, and monitor the coastal and marine environment against misuse or degradation and actively work on resolving environmental issues” (Response ID 119, 2014). Organizations also campaigned to protect the welfare of animals. The mission of one such organization was “to improve the welfare of animals through comprehensive national animal protection and welfare legislation” and “to support this campaign by providing nationwide public assistance for companion animals, while rescuing and improving the conditions of endangered wildlife” (Response ID 6, 2014).

d. Missions Focused on the Education of Youth and Women

Many mission statements focused on the education of youth and women. First, several NGOs worked to advance the role of the youth in the community. The mission of one such organization was to “foster a culture of safe driving habits and practices among the Lebanese youth” (Response ID 194, 2014). Nongovernmental organizations in Lebanon also empower the youth by teaching them how to become active citizens and by providing them with opportunities to become effective young leaders. These NGOs believe that the youth are Lebanon’s “best hope for positive change in leadership” (Response ID 95, 2014). Furthermore, a few nongovernmental organizations also offered women educational opportunities to help them become self-sufficient members of society. For example, an NGO, which aims to “restore hope and opportunity to those

who are underrepresented in Lebanese society,” teaches rural women the English language and grants them English language scholarships (Response ID 231, 2014).

The mission statements provided by NGOs promote human and social services to protect the rights of marginalized groups such as disadvantaged people, families and parents, refugees and visible minorities, to persons with life-threatening diseases, disabilities and special needs. These statements also reveal that nongovernmental organizations play a complementary role in the provision of health and mental health services. In addition, organizations missions revealed that the protection of the environment and the conservation of natural resources have become a central issue to NGOs. Finally, mission statements emphasize the importance of providing educational services to support self-reliance, skill building, research and the advancement of knowledge.

The surveyed NGOs communicated important messages about the organizations’ purposes and helped this study understand the greater objectives of the organizations that operate within the Lebanese NGO sector. What they did not do, however, was offer a detailed description of their operations. The following section will present a deeper insight into the NGOs’ offered goods and services.

2. Goods and Services

The answers provided by the respondents revealed that participating Lebanese NGOs are service oriented. The services distributed by the NGOs are diverse and focus on the development of the individual, the community and the sector as a whole. The most prominent services include the promotion of health and mental issues and the provision of medical care, the protection and preservation of the environment, the

advancement of education, and capacity building for the youth and marginalized groups such as women, children, and minorities. Services also include the protection of human rights particularly for those with mental and physical disabilities, prisoners, drug addicts, and the non-Lebanese such as refugees and migrant workers. Finally, important nongovernmental services include offering training and workshops to other NGOs, to build the capacity of the Lebanese nongovernmental sector.

First, the survey results revealed that nongovernmental services are dedicated to the advancement of awareness on health and mental health issues. For example, an organization that emphasizes the protection of children from abuse mentioned that its services include psychosocial rehabilitation services to abused victims and their families. Services offered by NGOs also tackle health issues considered taboo in Lebanon such as drug addiction and HIV/AIDS. Organizations reinforce healthy behaviors through the prevention, support and follow-up for people living with HIV, advocacy for the rights of key populations, and harm reduction centers for drug users.

The responses provided by the participants revealed that nongovernmental organizations are also concerned with the protection of the environment and the preservation of natural resources. The services provided by environmental NGOs include the preservation of the Lebanese reef knowledge and heritage, and cleaning up beaches and rivers. Nongovernmental professionals also highlighted the need to protect companion animals and wildlife. Organizations concerned with animals' rights are widespread, and their services include rescuing marine animals, abused animals, finding homes for stray cats and dogs, and fighting against abusive pet shops and illegal wildlife trade.

In addition, the participants revealed that their organizations offer services related to research and education. An example of this is an organization whose goal is to preserve the architectural heritage of Beirut. This NGO stated that its services include the collection and documentation of information and pictures on heritage buildings. Nongovernmental organizations' services also consist of the distribution of research outputs. One such NGO's objective is the collection and dissemination of historical documents to researchers and academicians. Another organization's services include the recruitment and training of volunteers who can teach in underprivileged schools. Organizations are also involved in higher education. A leading human rights organization in Lebanon formulates curriculums in universities and establishes "tailor-made curriculum on human rights that are instructed at a number of universities and workshops" (Response ID 228, 2014).

The results also revealed that prominent organizational services included socioeconomic empowerment, monetary independence, self-reliance, and capacity building for individuals, especially marginalized groups such as women, youth, and children. These nongovernmental organizations provide services related to "economic empowerment capacity-building, awareness on social issues, enhancing women's rights, leadership participation, and civil and humanitarian rights" (Response ID 76, 2014). Other organizations, determined to create a global network of young leaders, supply entrepreneurship seminars, and information, communication and technology (ICT) training for youth and women.

Several of the participating nongovernmental organizations also offered services that aim to foster and protect the human rights of marginalized groups such as the youth and women, former detainees, those with mental and physical disabilities, drug

addictions; and the non-Lebanese such as refugees and migrant workers. The services of these organizations include workshops, seminars, training sessions, and advocacy campaigns that are launched to raise awareness, to encourage social inclusion, promote principles of tolerance and humanity, to fight stereotypes and prejudices, and to empower groups and individuals

Finally, the study found that nongovernmental organizations offer capacity-building services to other NGOs. Most prominently, one organization, which promotes sustainable community and democratic practices, mentioned that its services revolve around “providing NGOs with appropriate administrative and technical support to help them produce structured, clearly written proposals to address their needs” (Response ID 246, 2014). This nongovernmental organization also sets up “organizational seminars and workshops for Lebanese NGOs to improve their effectiveness, and connects Lebanese NGOs throughout the country to strengthen cooperation and sharing” (Response ID 246, 2014).

3. Areas of Activity

Lebanon’s nongovernmental organizations’ primary focus is on areas of human and social services, development, health and education, as can be seen in Table 4.5. Of the surveyed NGOs, 21 (or 23.86%) specified human and social services as their primary activity. These human and social services included child welfare, child services and day care, youth services and youth welfare, family services, services for the handicapped, services for the elderly, disasters/emergency/prevention and control, temporary shelters, refugee assistance and material assistance. Other activities, for example, centered on conflict resolution, helping breast cancers patients and survivors,

aiding victims of torture and domestic violence, feeding the needy, helping people with drug problems, and rehabilitating juvenile delinquents.

Table 4.5: NGO's Primary Areas of Activity

	Number	Percentage
Human and Social Services	21	23.86%
Development	21	23.86%
Health	13	14.77%
Education	11	12.50%
Law and Politics	5	5.68%
Environment	4	4.55%
Arts and Culture	3	3.41%
Mental Health	2	2.27%
Research	2	2.27%
Animals	2	2.27%
Philanthropic Intermediaries	2	2.27%
Religion	1	1.14%
No answer	1	1.14%
Total	88	100%

Similarly, 21 (or 23.86%) organizations identified development as a primary activity. These organizations promote economic and social development; job training programs, vocational counseling and guidance. NGOs' developmental activities also involved advocacy for various socio-economical issues such as the environment, human rights and civic duties. Others emphasize the development of Lebanon' youth through youth empowerment, capacity-building projects and vocational training.

Nongovernmental organizations that offer of health services are prominent: 13 (or 14.77%) of organizations chose health as their primary purpose. Organizations that selected health as their primary activity mentioned that their focus was on public health and wellness education, outpatients, and hospitals. Others fulfill a complementary role in the provision of health to those who need it to reinforce healthy behaviors in Lebanon through prevention and harm reduction policies. Organizational efforts are evident through the founding of dispensaries, the provision of home-based palliative care

services, raising awareness on diabetes and its prevention, and raising awareness on HIV/AIDS and drug usage and their prevention.

In addition, 11 (or 12.50%) of the NGOs consider educational activities to be their primary activity. For example, these organizations give underprivileged and marginalized groups such as Syrian and Palestinian refugees access to educational services. Nongovernmental organizations that chose education as their primary activity mentioned that their focus was on primary and secondary education, higher education, technical and vocational education. Other responses included ICT and entrepreneurial sessions, special education for people with disabilities, education in the field of environmental studies and education that promotes the development of citizenship. Organizations that promote education also advance research and knowledge production to boost the role of social sciences, independent thought and capacity building.

Table 4.6: NGOs' Secondary Area of Activity

	Number	Percentage
Education	21	23.86%
Human and Social Services	10	11.36%
Health	9	10.23%
Environment	7	7.95%
Development	5	5.68%
Law and Politics	5	5.68%
Research	4	4.55%
Animals	3	3.41%
Arts and Culture	2	2.27%
Mental Health	2	2.27%
Philanthropic Intermediaries	2	2.27%
None	16	18.18%
No answer	2	2.27%
Total	88	100%

Lastly, the majority of the participating NGOs focus on more than one area of activity: more than 85% of the surveyed organizations reported a secondary area of activity. The most prevalent secondary areas of activity were education (23.86%),

human and social services (11.36%), and health (10.23%) as seen in Table 4.6. These results suggest that human and social services, education and health are pervasive both as primary and secondary activities. The environment also featured prominently as 7 (or 7.95%) stated it as their secondary activity. Finally, 16 (or 19.18%) respondents said that their organization did not have a secondary area of activity.

4. Beneficiaries

Beneficiaries are the recipients of NGOs' goods and services and are at the heart of nongovernmental missions. Lebanese nongovernmental organizations provide services to a wide range of beneficiaries, as revealed in Table 4.7. Consequently, it is indispensable to describe the clientele who benefit from these NGOs, their age group and gender.

a. Beneficiaries Served by NGOs

Over 50% of participants reported that their beneficiaries consist of the general public. Other prevalent beneficiaries of nongovernmental services include students or schools, disadvantaged people, refugees, parents or families, persons with disabilities and special needs, organizational members, professional groups, and persons with medical problems. Nongovernmental organizations that handle educational services are predominant in this study. The results in Table 4.7 indicate that students and schools are primary beneficiaries for 37.50% of nongovernmental organizations. Additionally, 14 organizations (or 15.91%) mentioned researchers and academics as their clientele, while 20 (or 22.73%) reported professional groups as the beneficiaries of their services.

Table 4.7: General Description of Beneficiaries

	Number	Percentage
General Public	46	52.27%
Students or Schools	33	37.50%
Disadvantaged People	29	32.95%
Refugees	28	31.82%
Parents or Families	26	29.55%
Organization Members	21	23.86%
Persons with Disabilities and Special Needs	21	23.86%
Professional Groups	20	22.73%
People in a Particular Geographic Area	19	21.59%
People with Particular Medical Problems	15	17.05%
Researchers or Academics	14	15.91%
Ethnic Groups	12	13.64%
Persons with Mental Disorders	12	13.64%
Persons with Legal Issues	12	13.64%
Immigrant	11	12.50%
Religious Community	10	11.36%
Visible Minorities	10	11.36%
Artists	8	9.09%
Drug Users	6	6.82%
Homeless People	5	5.68%
Athletes	3	3.41%
Criminal Offenders	1	1.14%
Members Only	1	1.14%
Other	17	19.32%

Note: Total does not add up to 100% because multiple answers were allowed

The surveyed NGOs revealed that the protection of human rights and the provision of social services is a primary focus. Actually, 29 organizations (or 32.95%) tend to disadvantage people, while 21 (or 23.86%) reported persons with disabilities and special needs as their primary beneficiaries. Organizations support the families of those vulnerable groups or of those with particular disabilities through funding and awareness programs: the results showed that 26 organizations (or 29.55%) served the parents or families of their patients. Finally, refugees also benefit from the services of the nongovernmental sector in Lebanon. The survey results show that 28 (or 31.82%) of organizations selected refugees as their primary clientele.

b. Primary Age Group Of the Beneficiaries Served By NGOs

Although over half (51.14%) of the participating nongovernmental organizations aid clients from all ages, the results show that the NGOs are largely focused on Lebanon's youth. Omar Traboulsi (2001), found that NGOs in Lebanon are geared to the youth due to the rising levels of unemployment and social exclusion amongst the youth. The results found by this study are similar. Table 4.8 shows that the majority of NGOs serve the Lebanese youth, particularly young adults. In fact, 33 (or 37.50%) serve clientele between the ages of 16 and 25, and 29 (or 32.95%) assist beneficiaries between the ages of 26 and 30.

Table 4.8: Ages of Beneficiaries Served

	Number	Percentage
All Age Groups	45	51.14%
0-5 Years	12	13.64%
6-10 Years	12	13.64%
11-15 Years	16	18.18%
16-25 Years	33	37.50%
26-30 Years	29	32.95%
31-65 Years	25	28.41%
65+	10	11.36%

Note: Total does not add up to 100% because multiple answers were allowed

c. Gender of Beneficiaries Served by NGOs

Although the NGOs frequently reported offering services to women in their mission statements, the results on the gender of beneficiaries served showed that NGOs do not distinguish between their male and female beneficiaries, as illustrated in Table 4.9. In fact, 84 (or 95.45%) stated that they served beneficiaries from both sexes. Only 2 organizations (or 2.27%) reported that they served beneficiaries that were exclusively male.

Table 4.9: Gender of Beneficiaries

	Number	Percentage
Male	2	2.27%
Female	1	1.14%
Both	84	95.45%
No answer	1	1.14%
Total	88	100%

5. Summary

Nongovernmental organizations in Lebanon undertake a variety of missions and offer a wide range of specialized services. The responses provided by NGO professionals show that nongovernmental missions and services are meant to improve living conditions in Lebanon, by raising awareness about health and mental health, emphasizing environmental issues and socioeconomic issues that need to be tackled, and generating and disseminating research and education. This diversity could be due to the government's incapability or unwillingness to handle the divergent demands of the Lebanese population.

The participating NGOs' primary and secondary foci are on areas of human and social services, development, health, education. These areas might be prominent due to the disparity in educational equality, as well as the poor socio-economic conditions in post-war Lebanon. These issues have prompted the increased participation of NGOs to help disadvantaged and vulnerable groups move from poverty to self-sufficiency through the provision of social services, health services and educational services. Nongovernmental organizations are also focused on the protection of the environment as a prominent secondary area of activity. The rising numbers of environmental organizations may be due to the environmental degradation that occurred during the Lebanese Civil War, which was further exacerbated by the government's incapability to regulate waste management and control pollution (Kingston, 2013).

The participating NGOs cater to the needs of a wide range of beneficiaries. Most prominently, the results indicate that the organizations are interested in the wellbeing of the general public. The emphasis of organizations on the general public could mean that the participating organizations do not cater to particular individual needs but to the needs of Lebanese society as a whole. In addition, participating organizations are not gender-based. The participating NGOs' disregard to the gender of their beneficiaries could signify that although some organizations are concerned with women's wellbeing, nongovernmental organizations do not work in accordance to the gender, but only take the needs of the Lebanese society into consideration.

Even though the survey results showed that nongovernmental organizations mostly accommodated beneficiaries from all age group, other prominent results showed that NGOs were focused on Lebanon's youth. Surveyed organizations addressed youth issues such as non-conforming sexuality, driving habits, drug addiction, and special needs. Organizations also encouraged programs directed towards the improvement of the livelihoods of the youth through the encouragement of active citizenship, education, training, and capacity building.

Prominent beneficiaries of nongovernmental services include students or schools, disadvantaged people, persons with disabilities and special needs, parents or families, and refugees. Nongovernmental organizations' are focused on the needs of students or schools as they have assumed a complementary role in the provision of primary, secondary and higher education, and in the provision of research outputs and the dissemination of knowledge. Organizations also protect the rights of disadvantaged people, persons with disabilities and special needs, and their families. Nongovernmental organizations empower their beneficiaries by raising awareness on issues of disability

and special needs. Organizations also give their disadvantaged beneficiaries the opportunity to be independent by teaching them competencies and skills that allow self-reliance. Refugees are also primary beneficiaries for the participating NGOs. The organizations' focus on refugees may be due to the regional Syrian conflict, and the rising levels of immigration and poverty (IRC, 2012). A large number of Lebanese NGOs assist Syrian refugees with awareness campaigns on the needs of those displaced from their homes. These organizations work towards the protection of the rights of refugees who seek asylum in Lebanon and provide them with basic needs such as food and clothing.

C. Resources Employed by NGOs

The next sections present the data collected on the human and financial resources employed by participating NGOs. These sections also reveal the extent to which organizations feel satisfied with the quantity and the quality of the resources that are available to them.

1. Human Resources

The size and the nature of employment in the nongovernmental sector in Lebanon are not well documented (Traboulsi, 2001). To gain knowledge about the human resources employed within the NGOs, the survey collected information about the number of full-time and part-time paid staff, and the number of volunteers who are engaged in nongovernmental causes.

a. Full-Time and Part-Time Employees

As shown in Table 4.10, the results indicate that most of the NGOs do not have a large pool of full-time workers. More than 60% of the organizations are small in terms of human resources, employing 20 or less full-time paid employees. On the other side of the spectrum, less than 20% of the organizations have 21 or more employees who are involved full-time in nongovernmental work.

Table 4.10: Number of Full-Time Employees Working in NGOs

	Number	Percentage
1-10	42	47.73%
11-20	12	13.63%
21-30	6	6.83%
31-40	1	1.14%
41-50	1	1.14%
61-70	2	2.28%
71-80	1	1.14%
81-90	1	1.14%
100+	3	3.41%
No answer	19	21.59%
Total	88	100%

Nongovernmental organizations were also asked to provide the number of part-time employees. Similarly to the low number of full-time employment, the numbers reported in Table 4.11 show that the NGOs do not have a large number of part-time workers at their disposal. The most noticeable results show that 60% of organizations have 20 or less part-time employees, while only less than 11% have 21 or more workers who are employed on a part-time basis.

Table 4.11: Number of Part-Time Employees Working in NGOs

	Number	Percentage
1-10	50	56.82%
11-20	5	5.69%
21-30	4	4.56%
31-40	1	1.14%
51-60	1	1.14%
71-80	1	1.14%
100+	2	2.27%
No answer	24	27.27%
Total	88	100%

Although the number of full-time and part-time staff is low, NGO representatives seem content with both the quantity and the quality of paid staff. The survey responses indicated that 44 (or 50%) of the organizations are satisfied with the quantity of the paid staff, while only 13 (or 14.77%) are dissatisfied. Concurrently, 55 organizations (or 62.50%) reported that they were satisfied with the quality of paid staff, while only 4 organizations (or 4.55%) said that they were not.

b. Volunteers

The online survey collected data about the number of unpaid volunteers who are presently employed in the NGOs surveyed. As demonstrated in Table 4.12, nongovernmental organizations do not have a large amount of volunteers. Actually, 50% of NGOs stated that they have 20 volunteers or less. In comparison to the number of full-time and part-time employees, the number of volunteers is substantial with more than 28% of the surveyed organizations said that they have 21 or more volunteers on staff.

Table 4.12: Number of Volunteers Currently Working in NGOs

	Number	Percentage
1-10	31	35.23%
11-20	13	14.78%
21-30	5	5.69%
31-40	3	3.41%
41-50	4	4.55%
51-60	2	2.27%
61-70	1	1.14%
100-100+	10	11.37%
No answer	19	21.59%
Total	88	100%

Although the number of volunteering staff is not significant, NGOs seem content with the number of volunteers engaged to nongovernmental causes, and with the work that the volunteers accomplish for the organizations. Of the participating NGOs, 38 (or 43.18%) are satisfied with the quantity of volunteers, while 17 (or 19.32%) are dissatisfied. Similarly, organizations were also satisfied with the quality of volunteers in their organizations. In fact, 43 (or 48.86%) were satisfied, while only 8 (9.09%) were discontented.

2. Financial Resources

The financial resources available to the participating nongovernmental organizations were also investigated. At first, organizations were asked to disclose the main sources from which they receive their revenues. Next, organizations were asked to reveal the financial resources available to them in terms of the aggregate number of annual operating expenditures, and revenues that were raised in the past year. Finally, to assess whether nongovernmental organizations in Lebanon are comfortable with their financial capabilities, NGOs were asked to reveal the extent to which they are satisfied with the quantity of financial resources that are available to them.

a. Main Sources of Revenue

Combinations of local, regional, and international organizations fund the participating nongovernmental organizations. The statistics shown in Table 4.13 indicate that NGOs rely on their own fundraising efforts and the Lebanese public for financing. Fundraising and donations from the public are two of the largest funding sources for the sector. More than half of the organizations (55.68%) affirmed that they relied on fundraising, and 35 (or 39.77%) stated that they were reliant on donations from the public. NGOs also seem to depend on international organizations, both governmental and nongovernmental, as sources of revenue: 42 (or 47.73%) asserted that their main sources of revenue were international NGOs, while 33 (or 37.50%) said that international governmental organizations funded them.

Table 4.13: Lebanese NGOs' Main Sources of Revenue

	Number	Percentage
Fundraising	49	55.68%
Grants from international NGOs	42	47.73%
Gifts and donations from the public	35	39.77%
Grants from international governmental organizations	33	37.50%
Membership dues	28	31.82%
Earned income or fees from services	21	23.86%
Grants from regional NGOs	20	22.73%
Grants from Lebanese governmental organizations	15	17.05%
Grants from Lebanese NGOs	10	11.36%
Grants from regional governmental organizations	9	10.23%
Other	4	4.55%

Note: Total does not add up to 100% because multiple answers were allowed

Finally, the statistics also show that the participating nongovernmental organizations do not rely on local or regional organizations as sources of revenue. In fact, three of the least common sources of revenue for NGOs are grants from Lebanese governmental organizations (17.05%), grants from Lebanese NGOs (11.36%), and grants from regional governmental organizations (10.23%).

b. Amount of Revenues Raised

The surveyed organizations have raised seemingly acceptable amounts of revenue in the past year. More than 51% of the participants revealed that compared to last year, their organizations' ability to raise funds has augmented. As Table 4.14 demonstrates, the statistics reveal that approximately 50% of the organizations have raised more than a \$100,000 in the past year, while 30% have raised less than \$99,000. The participating nongovernmental organizations also disclosed that they were satisfied with the funds that they have access to. Actually, a collective of 35 NGOs (or 39.78%) were satisfied with the quantity of the financial resources available to their organizations. Contrarily, 18 (or 11.36%) organizations were completely dissatisfied, while 8 (or 9.09%) were somewhat dissatisfied.

Table 4.14: Amount of Revenues Raised by NGOs in the Past Year

	Number	Percentage
Less than \$30,000	16	18.18%
\$30,000 to \$99,999	11	12.50%
\$100,000 to \$249,999	12	13.64%
\$250,000 to \$499,999	8	9.09%
\$500,000 to \$999,999	10	11.36%
\$1,000,000 to \$9,999,999	9	10.23%
\$10,000,000 and over	2	2.27%
Other	8	9.09%
No answer	12	13.64%
Total	88	100%

The nongovernmental organizations that participated in the study anticipate that their capability to raise funds will increase in the coming year. The survey results showed that more than 52% of the NGO professionals expected their organizations' fundraising ability to increase in the upcoming year, while less than 6% of the participants stated that they expected their organizational capability to raise funds to decrease.

c. Annual Operating Expenditures

To gain some understanding of the budget available to Lebanese nongovernmental organizations for their operations and activities, the survey estimated the NGOs' annual expenditures. The majority of organizations expend acceptable amounts on their overhead costs and their operations. Indeed, as shown in Table 4.15, the results revealed that more than 50% of the participating organizations run their operations with an annual budget of \$100,000 or more, while less than 30% operate with \$99,000 or less.

Table 4.15: Annual Operating Expenditures

	Number	Percentage
Less than \$30,000	16	18.18%
\$30,000 to \$99,999	10	11.36%
\$100,000 to \$249,999	11	12.50%
\$250,000 to \$499,999	14	15.91%
\$500,000 to \$999,999	10	11.36%
\$1,000,000 to \$9,999,999	10	11.36%
Other	4	4.55%
No Answer	13	14.77%
Total	88	100%

The results provided by the participants showed that nongovernmental organizations expend reasonable amounts of funds on overhead costs. More than 28% of the organizations revealed that they expended fair amounts on rent, and more than 30% of organizations spent fair amounts on utilities, transportation and telecommunications. The statistics also showed that organizations spent considerable amounts on human resources and on the organizations' operations: in fact, 28 (or 31.82%) stated that they spend substantial amounts on employment (31.82%) and 42 (or 47.73%) spent substantial amounts on projects.

3. Summary

According to the responses provided by the respondents, nongovernmental organizations in Lebanon do not operate with large numbers of full-time or part-time staff. Organizations reported difficulty in hiring and retaining people. This difficulty could be related to the low wages afforded by the local nongovernmental sector. The difficulty to hire and retain could also be because people with the necessary proficiencies are more likely to be hired by international NGOs that pay higher salaries.

Concurrently, the participating NGOs reported being satisfied with the quality and quantity of part-time and full-time staff. Even though researchers can never be certain of the reliability of informants' responses in online surveys, the fact that Lebanese nongovernmental organizations are content with both the quality and the quantity of paid staff is positive information. The satisfaction with the amount and work of staff implies that NGOs are equipped with the right amount and quality of human resources to accomplish their missions and their objectives.

Finally, although the number of volunteers is not high, it is still more significant than the number of part-time and full-time employees. The higher numbers of volunteers consecrating their time to nongovernmental organizations could mean that volunteers are a more prominent trait in NGOs' day-to-day activities and that they are committed to various causes. The higher amounts of volunteering staff could also signify that nongovernmental organizations are more reliant on volunteers than on paid staff to accomplish their activities. In fact, some participants revealed that their organizations were managed and run entirely by volunteers.

Even though the figures provided by the respondents on revenues raised and annual expenditures are not generalizable to the whole Lebanese nongovernmental

sector, the participating NGOs seem to mobilize acceptable amounts of funds to cover their overhead costs and operations. Organizations' access to such amounts of funds may be due to the financial help that is distributed by international governmental and nongovernmental organizations. International organizations' increased interest in working with Lebanon's NGOs could be related to Lebanon's strategic geopolitical situation and the renewed interest in the Syrian refugee crisis. The dependence of NGOs on international financing, local fundraising, and gifts as well as donations from the public, could be because of the unavailability of funding from the Lebanese governmental and nongovernmental sectors.

A closer look at the data also suggests that the organizations may expend more than they earn. The majority of the organizations that participated in this study stated that the biggest challenge to their organization was the lack of financial resources that are necessary for the implementation of their programs, and the sustainment of their staff. Traboulsi (2001) stated that Lebanon's nongovernmental sector has faced financial difficulties since the nineties. The NGOs' financial difficulties stem from the lack of governmental funding, and have affected the organizations' sustainability and the quality of the services provided to their beneficiaries.

D. Geographical Locations of NGOs

Lebanon is a small country that is divided into 6 governorates, which are subdivided into twenty-five districts. NGOs are widely spread across these different Lebanese territories. The survey assessed the extent to which nongovernmental organizations are distributed within these regions, and whether organizations have offices in Beirut. The study also assessed whether nongovernmental activities are conducted within the capital and its suburbs.

1. Inside Beirut

Nongovernmental organizations are active in Beirut. The survey results showed that 57 (or 64.77%) have primary offices in Beirut. These nongovernmental offices are located in Achrafieh, Ras Beirut, Hamra, Hazmieh, Moussaitbeh, Manara, Haret Hrek, Jisr El Wati, and Sin-El Fil. Other organizations stated that they did not operate from offices. In addition, the survey results revealed that organizations conduct their activities in all 12 quarters of Beirut including, Achrafieh, Bachoura, Dar el Mreisseh, Mazra'a, Medwar, Minel el Hosn, Ras Beirut, Port Beirut, Moussaitbeh, Rmail, Saifi and Zqaq el Blat, as seen in Table 4.16. NGOs also mentioned that they conduct their operations and activities in other areas of Beirut most notably, Hamra, Haret Hreik, Bourj Hammoud, and Nab'aa, Sin el Fil, Ayn el Mraisseh, Furn el Shebbak, Sabra, Burj El Barajneh, Dahyeh, and Verdun.

Table 4.16: Activities Conducted in Beirut

	Number	Percentage
Achrafieh	23	26.14%
Bachoura	13	14.77%
Dar el Mreisseh	12	13.64%
Mazra'a	12	13.64%
Medwar	8	9.09%
Minet El Hosn	10	11.36%
Moussaitbeh	14	15.91%
Port Beirut	9	10.23%
Ras Beirut	20	22.73%
Rmail	12	13.64%
Saifi	10	11.36%
Zqaq el Blat	11	12.50%
Other	29	32.95%

Note: Total does not add up to 100% because multiple answers were allowed

2. Outside Beirut

Even though most of their offices are located in Beirut, the participating nongovernmental organizations conduct activities all over the country. A few

respondents mentioned that their nongovernmental activities were not confined to one area, but to all 25 districts of Lebanon. The survey results most notably showed that the organizations work in the Middle East and North African region. Table 4.17 shows that Tripoli, Tyre, Sidon, Jdeideh, and Baalbek are locations with high nongovernmental activity. Of the 88 participants, 30 (or 34.09%) respondents stated that their NGO operated in Tripoli. Also, 27 (or 30.68%) conducted nongovernmental activities in Tyre, 26 (or 29.55%) work in Sidon, 25 (or 28.41%) organizations conducted their activities in Jdeideh, and 24 (or 27.27%) conducted activities in Baalbek.

Table 4.17: Activities Conducted outside of Beirut

	Number	Percentage
Akkar	20	22.73%
Aley	18	20.45%
Baabda	19	21.59%
Baalbek	24	27.27%
Batroun	13	14.77%
Bint Jbeil	14	15.91%
Bsharri	7	7.95%
Chouf	15	17.05%
Hasbaya	12	13.64%
Hermel	15	17.05%
Jbeil	16	18.18%
Jdeideh	25	28.41%
Jezzine	13	14.77%
Keserwan	20	22.73%
Koura	12	13.64%
Marjeyoun	14	15.91%
Miniyeh-Danniyeh	16	18.18%
Nabatiyeh	17	19.32%
Rashaya	11	12.50%
Sidon	26	29.55%
Tripoli	30	34.09%
Tyre	27	30.68%
Western Beqaa	14	15.91%
Zahle	21	23.86%
Zgharta	10	11.36%
Other	15	17.05%

Note: Total does not add up to 100% because multiple answers were allowed

3. Summary

The survey results revealed that nongovernmental organizations are active in Beirut. The lack of equitable distribution of wealth coupled with the government's unwillingness to create social and economic policies created substantial rural immigration to the cities. Immigration resulted in a concentration of poverty in the urban areas, particularly Beirut (Karam, 2006). This increase in poverty in Beirut compelled the spread and growth of nongovernmental organizations in the capital city. At the same time, Beirut is modern, artistic and is a center for culture and education. The combination of these two widely diverse social environments is what makes Beirut an attractive arena for NGOs to work in.

The results showed that Tripoli, Tyre, Sidon, Jdeideh, and Baalbek are areas of high nongovernmental activity. These areas might require the help of nongovernmental organizations because of the high level of conflict, poverty, and the influx of Syrian refugees. The city of Tyre may experience high levels of nongovernmental activity due to the volatile nature of its political environment. For example, in August of 2013, two car bombings targeting two mosques killed 47 people in Tripoli. An article published by the *Daily Star* on the 9th of September 2013, stated that successful volunteer campaigns that involved several NGOs were organized to clean the post-bombing damage. More recently, a coalition of local NGOs launched a project called "Erase the Face of the War", where organizations cleared damage that resulted from the recurrent fighting in Tripoli (IRIN, 2014).

The NGO presence may be due to the mounting number of Syrian refugees. The increasing numbers of Syrian refugees has resulted in economic and security problems, as well as overcrowding. Several NGOs have aided unregistered refugees in Tyre. For

example, the Social, Humanitarian, Economical Intervention for Local Development (SHEILD), a local NGO, tracked new arrivals and took unregistered refugees to UNHCR offices (IRIN, 2013).

The NGO presence in Sidon may be due to the growing number of Syrian refugees in Sidon. Local organizations formed coalitions to offer humanitarian aid for people who have fled from Syria. For instance, in an attempt to improve living conditions, the Saida Federation of NGOs provides basic needs for refugees such as food and clothes. The organizations' services also include providing Syrian refugees with psychological assistance. Organizations such as Medecins Sans Frontieres have implemented mental health programs to offer psychological care to Syrian refugees who suffer from post-traumatic stress disorder (Medecins Sans Frontieres, 2013).

NGOs are also active in Jdeideh. International and local religious nongovernmental organizations work to alleviate poverty in the underprivileged neighborhoods of Jdeideh (Fawaz and Peillen, 2003). Attracted to the employment opportunities available, many families from rural areas migrated to urban regions such as Jdeideh, creating overpopulation and poverty. For example, Mona Fawaz and Isabelle Peillen (2003) state that, the most active organizations in this area are Shiite NGOs. These religious nongovernmental organizations provide health services, educational services, and environmental services, as well as micro-credit loans and training programs (Fawaz and Peillen, 2003).

Finally, the results indicate that NGOs are active in Baalbek. The importance of the NGO sector in Baalbek is vital (Nahas, 2001). Population profiles show high levels of unemployment and illiteracy. In addition to these problems, Baalbek has experienced a high concentration of refugees. The arrival of refugees in Baalbek has impacted the

community because of the increase of competition for unskilled labor and the decrease of wages (IRC, 2012). Lebanese NGOs located in Baalbek address the situation through the rehabilitation of touristic areas, the encouragement of private investments and local handicrafts, and the help of famers and other workers affected by the war to work in tourism activities (Abdel Samad, 2008).

E. Conclusion

These findings reveal that Lebanon's nongovernmental organizations are involved in several areas of activity, most notably, human and social services, development education, health, and the environment. The statistics also reveal that the NGOs assist a wide variety of beneficiaries, particularly, the general public, students and schools, disadvantaged or marginalized groups, refugees, parents or families, and persons with disabilities and special needs. Second, the respondents indicated that their organizations did not operate with a large workforce, but still had access to acceptable amounts of funds. Finally, nongovernmental organizations, although mostly located in Beirut, operate throughout Lebanon, particularly in disadvantaged urban and rural areas, such as Tripoli, Sidon, Tyre, Jdeideh, and Baalbek. The aim of the next chapter is to discuss the significance of the different elements of the NGO sector, to discuss the primary conclusions found by this study, and to suggest a few recommendations that can strengthen the data available on the Lebanese nongovernmental sector, and that can improve the capacity of the active and operational NGOs.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

This thesis reports the findings of a preliminary study of Lebanon's NGOs, and contributes to our understanding of Lebanon's nongovernmental sector. The Exploratory Classification System for Lebanese NGOs, the conceptual framework that guided this research, was employed to identify the purposes, beneficiaries, the human and financial resources used by Lebanese NGOs, and the geographical locations within which they operate. This chapter presents the conclusions generated by this research, and in doing so, answers the research questions posed in Chapter One. This chapter also discusses recommendations for enhancing future research on Lebanon's nongovernmental sector.

A. Conclusions

The findings presented by this study reveal several observations about Lebanese NGOs. Overall, this study found that nongovernmental organizations in Lebanon offer a variety of services to a wide range of beneficiaries, and although they operate with a small number of staff, they have adequate financial resources. This research also found that NGOs are active throughout Lebanon, particularly in disadvantaged urban and rural areas. The following sections detail the primary conclusions related to this research.

1. NGOs Have a Diversity of Purposes

Several scholars who assessed the purposes of Lebanon's NGOs found that post-war organizations emphasized the importance of human and social services to protect the rights of people (El-Husseini, Toepler and Salamon, 2004; Traboulsi, 2001). This

study confirms these findings. Today, the most notable areas of activity for the NGOs that participated in this study were human and social services, development, education, health, and the environment. The organizations' focus on these areas of activity suggests that those who live in Lebanon continue to have needs for basic and essential services.

These needs, ranked in terms of most prevalent NGO purposes, span the full range of social services. First, the participating NGOs identified human and social services as their primary activity. These NGOs are interested in the protection of children, women, former detainees, the mentally and physically handicapped, drug users, the elderly, refugees, migrant workers, and the rights of the families of marginalized groups. Second, organizations are also involved in development activities. These NGOs provide economic development, social development, job-training programs, vocational counseling and guidance, advocacy, youth empowerment, and capacity-building projects. Third, nongovernmental organizations provide health services. These health-based organizations focus on hospitals, rehabilitation, public health and wellness education, outpatients; home-based palliative care services, dispensaries, and the provision help specific to HIV/AIDS sufferers and drug users. The results also revealed that NGOs offer formal and non-formal education services. The services provided by these organizations consist of the provision of primary and secondary education, higher education, technical and vocational schools, adult and continuing education, special education, ICT and entrepreneurial sessions, and policy recommendations on the enhancement of citizenship. Finally, organizations focus on the environment, and in doing so, emphasize pollution abatement and control, natural resources conservation and protection, and environmental beautification.

These findings could have several implications. With the rising levels of poverty, the deteriorating living conditions, and the increasing influx of Syrian refugees to Lebanon, the pressure on nongovernmental organizations, especially those that offer human and social services, health services, and educational support, could increase. First, the focus on human and social services could mean that organizations will have to emphasize relief and emergency assistance instead of socioeconomic development. The focus on relief and emergency assistance could also mean that the sector will have to ensure the availability of resources, both financial and human, to respond to the needs of their beneficiaries. In addition, with continued conflict, economic difficulties, and deteriorating health conditions, NGOs will have to focus on services that attenuate health-related problems, especially for those segments of the population that do not have minimal health coverage. Discrepancies in educational support are also a serious problem. The nongovernmental sector will have to provide alternative education support, especially in the provision of primary and secondary education, and non-formal education such as vocational and training support. Finally, just as the civil war period witnessed the expansion of Lebanon's nongovernmental sector, the sector is expected to grow in parallel with the continuation of regional and internal conflicts.

2. NGOs Cater to a Wide Range of Beneficiaries

Research previously conducted on NGOs in Lebanon found that post-war organizations focus on beneficiaries that are most marginalized, and on the youth (Karam 1991; Karam, 2006). This research generated similar results. First, NGOs provide specialized services to a variety of beneficiaries, which include vulnerable groups such as disadvantaged people, people with disabilities and special needs, persons

with mental disorders, refugees, and ethnic workers. Beneficiaries also include the families of vulnerable groups, students or schools, and professional groups. Second, nongovernmental activities are mostly geared to Lebanon's youth. Lebanese NGOs empower Lebanon's youth by providing them training and networking opportunities to help them grow professionally and personally. Organizations also educate the youth about their duties as citizens, and provide them with skills to become energetic young leaders. In addition, organizations protect the rights of the youth, for example, by launching campaigns to raise awareness on non-conforming sexuality, helping youth with special needs to have an independent life, and protecting children against abuse, domestic violence and torture.

In the years to come, it is likely that, with increases in school dropout rates, child labor, and youth unemployment, NGOs will continue to focus on Lebanon's youth. The sector will be expected to counter the poor socioeconomic conditions within which Lebanese households exist by teaching the youth the skills to generate income through various services, such as the provision of educational services and vocational training. The nongovernmental sector will also be expected to protect the rights of the youth to ensure higher degree of social justice and equality. To this end, nongovernmental organizations may also seek ways to promote the concepts of peace and human rights to the youth, which may encourage political participation and active citizenship.

3. NGOs Do Not Have a Large Number of Staff

Previous research conducted on human resource management in Lebanon's nongovernmental sector revealed that NGOs have difficulty attracting and retaining staff (Abi Samra *et al.*, 2009; Traboulsi, 2001). Similarly, this study found that NGOs

do not have a large number of full-time and part-time employees, or volunteers.

Participants revealed that staff, both paid and unpaid, tend to leave local NGOs for international organizations, which offer higher pay and/or better opportunities for growth. The lack of human resources is worrisome, as the availability and quality of nongovernmental staff is an important characteristic of the sector. In the future, the organizations' incapability to recruit and retain employees and volunteers may decrease the NGOs' ability to distribute services to their beneficiaries.

These results suggest that NGOs must improve their methods of recruitment and retention. This means that NGOs must set clear human resource policies and personnel handbooks that explain the recruitment, hiring, termination procedures, as well as the standard work rules for staff. Organizations should also train their staff and offer them incentives and career development opportunities to give them a sense of accomplishment and achievement. Furthermore, NGOs should plan workshops and seminars that explain the organizations' missions and visions. Finally, organizations should distribute tasks that correspond to the interests and professional needs of their employees, both paid and voluntary.

4. NGOs have Adequate Amounts of Financial Resources

Even though they are not generalizable to the entire Lebanese NGO population, the survey revealed that the majority of participating organizations have adequate financial resources. This finding is similar to the conclusions reached by Traboulsi (2001) and Abi Samra *et al.* (2009). In terms of the funding sources, the most prominent income sources for income were fundraising, gifts and donations from the public, and grants from international governmental and nongovernmental organizations. The study

also revealed that the least important sources of funding were grants from local governmental and nongovernmental organizations.

This study foresees that the Lebanese nongovernmental sector's financial dependence on international governmental and nongovernmental organizations could increase as more international organizations fund local NGOs to undertake emergency programs for the rising number of Syrian refugees, and the emerging regional conflicts. This dependence on the international community could be disadvantageous to local NGOs. First, the funds received from international organizations could mean that the NGOs' aims have to remain flexible to attract funding, even if this flexibility implies that organizations can no longer set their own organizational agendas. Second, reliance on foreign sources of financing can augment the NGOs' vulnerability and create financial dependency that is detrimental to the sustainability of the sector. Third, competition for international funds can hinder cooperation amongst Lebanese NGOs, as they compete for funding and visibility. The NGOs' lack of reliance on the government for financial contribution can also endanger the sustainability of nongovernmental operations, and can be detrimental to the beneficiaries that rely on nongovernmental services. Yet, financial aid given to NGOs by the government can invite increased governmental interference in NGOs' internal management, and infringe on the organizations' civil rights and missions.

5. NGOs are Active throughout Lebanon

Although most of the nongovernmental organizations surveyed were based in Beirut, their work was not confined to the capital. Similar to research conducted by Karam (2006), this study revealed that Lebanese NGOs conduct activities throughout

the country. The activities conducted outside of Beirut center on disadvantaged communities such as Tripoli, Sidon, Jdeideh, Tyre and Baalbeck, which are regions that struggle with political insecurity, unemployment, and a high inflow of Syrian refugees.

This geographical distribution is a positive reflection of Lebanon's nongovernmental sector. Lebanon's NGOs help marginalized groups in rural and urban areas plagued with conflict, poverty, and high numbers of Syrian refugees. With ongoing conflicts and political tensions in areas such as Tripoli, the far-reaching grasp of Lebanon's NGOs is becoming an enduring characteristic of the sector. With the end of regional and local conflicts nowhere in sight, the nongovernmental sector in Lebanon will be expected to remain active in marginalized areas to restore socio-economic imbalances and promote social justice. For nongovernmental activity to remain effective, the needs in those areas should be frequently reassessed, and NGOs should cooperate to plan programs that can respond to the needs of their beneficiaries. With increased cooperation, human and financial resources can be consolidated and assistance to those areas can be further improved.

B. Recommendations

This thesis revealed that NGOs were concerned about the general state of the nongovernmental sector in Lebanon. Expanding the literature available on Lebanese NGOs could help alleviate some of those concerns. For example, improved research would help organizations tailor their projects to the needs of local communities, and advance coordination between organizations that work for the same cause. In turn, more coordination may then produce a coalition of NGOs that can better lobby the government. There are several things that can be done to strengthen our knowledge of Lebanon's nongovernmental sector. The following sections will advance a few

recommendations that, if implemented, may bolster NGO research and capacity.

1. Create a New Framework for NGO Registration

The research conducted emphasized the need to construct a centralized body that follows-up on the activities of nongovernmental organizations in Lebanon. This body would require the registration of all active nongovernmental organizations. To effectively track NGOs that operate in Lebanon, this framework for registration should include identifying information such as name, mission statement, primary objectives, address, e-mail address, and official telephone numbers. The framework would require organizations to update their information on an annual basis.

Creating a new framework for NGO registration would require a direct partnership between governmental and nongovernmental organizations. This partnership will be governed by bylaws that define the relationship between the two sectors, allowing NGOs to maintain their independence. With the support of the Lebanese government, nongovernmental organizations can form a union to tackle this common objective of creating a framework. The NGOs within this union can manage this effort and follow-up with the organizations that have participated or have yet to participate. If nongovernmental organizations do not renew their information then they would be sent a reminder to participate. If the organizations disregard the reminder, they would be considered inactive and removed from the centralized body. As a final step, organizations can have their operational permit suspended. To incentivize NGOs to participate and maintain their participation, the framework could publish NGOs' annual reports. These annual reports could describe what nongovernmental organizations have accomplished, what they plan to work on in the future, and the challenges that obstruct

their activities. The information provided by annual reports can allow better transparency from a monitoring and evaluation standpoint. Finally, annual reports made available to all NGOs could help the identification of organizations that work on similar issues, could permit collaboration, and attract more visibility and funding.

2. Create an Official Directory of NGOs

Information provided in the recommended framework for NGO registration could then be used to create an official directory of NGOs. This directory should be made available to the public through a user-friendly website. When the respondents were asked whether they believed that a comprehensive database of organizations should be made publically available, 71 (or 80.68% of the 88) believed that an official directory should be created. In addition, 65 (or 73.86% of the 88) stated that they would participate in the publication of a comprehensive database of NGOs in Lebanon. The respondents' enthusiasm could be considered as support to start such an initiative.

An official directory for all nongovernmental organizations would increase the capacity of Lebanese NGOs. Individual researchers and academicians, NGOs, or coalitions of NGOs could create this directory as a nationwide collective project. The directory could classify nongovernmental organizations according to their name, purpose, address, e-mail address, and phone number. It is necessary to follow up on the database to ensure that the information is consistently updated. Follow-up should be done on an annual basis to remove inactive organizations, to update NGO contacts and their e-mail addresses, and to ensure that all required information is available.

This directory would help organizations to facilitate the exchange of resources, information and research. Completed or ongoing projects could also be published, in

addition to upcoming workshops and training sessions. The distribution of information would have several benefits. First, data sharing would encourage collaboration amongst organizations that work on similar projects in the same areas. Second, target communities can become aware of projects and programs they can benefit from. Third, volunteers can explore the publication to discern which projects meet their interests. Finally, researchers interested in nongovernmental research can have access to documents necessary for their research projects.

3. NGOs Should Increase Information Sharing through the Media

This study partly relied on media and social media to accumulate information on NGOs and their activities. Unfortunately, not all organizations were available through this medium. Organizations should be made aware that a greater presence on media and social media could be an excellent means to share information and become more visible to researchers, governments, funders, international organizations, and beneficiaries. Higher visibility in media and social media may encourage transparency and highlight the activities that NGOs engage in. Being active in media and social media can signal that an organization is operational, and can attract the attention of nongovernmental actors focused on the same causes, decreasing duplication of work and competition.

4. Government Should Share Available NGO Research

The Lebanese government has conducted its fair share of research on the nongovernmental sector. Yet, this information is not publicized and is not made publically available to people seeking to conduct their own nongovernmental studies. The lack of governmental contribution to academic researchers and students is problematic because it makes it difficult to collect information about the history of

NGOs in Lebanon and about the work that is being conducted by these organizations. To remedy this, the Lebanese government should contribute to research endeavors by sharing data it has amassed. The government should make the necessary documents available to academicians and graduate students by publishing them online and making them available through links on the governmental websites. Second, instead of simply accumulating data, the government should commission researchers to undertake nongovernmental studies that address areas of interest and weakness. Undertaking such studies can safeguard knowledge within the NGO community, and can advance dialogue amongst academicians, researchers, policy-makers and the nongovernmental organizations.

C. Future Research

Although the Exploratory Classification System of Lebanese NGOs furthered the knowledge available on the Lebanese nongovernmental sector, several aspects of ECSLN could be refined through future research, which would advance the study of Lebanon's NGO sector. The ECSLN had several limitations. Most notably, it did not include all NGOs in Lebanon. The non-representative nature of the sample of NGOs used for this study means that the results of the survey are not generalizable to the entire population of Lebanese NGOs. Additionally, the ECSLN could not distinguish some of the differences between NGOs. The system was unable to differentiate between, for example, health-organizations that provide health services from those organizations that raise awareness for specific health issues. The division created for nongovernmental purposes by the ECSLN further blurred the NGOs' primary purposes. For instance, organizations that offered educational services to raise awareness on medical issues were unsure whether their NGO belonged in the education category or the health

category. Moreover, specific activities devised for each purpose by the ECSLN were not applicable to all organizations. The lack of applicable activities was confusing for the professionals who had to choose the next most appropriate category.

In addition, the ECSLN only allowed for the inclusion of two purposes per organization. The study found that these organizations felt constrained by this limitation. In fact, one organization disclosed in one of the questions that required qualitative answers that it was involved in four areas of activity, including health, development, education, and human and social services. The information given by the organizations on their primary purposes, were not linked to the data they provided on their secondary purposes or the type of their beneficiaries, making it difficult to create a larger picture and to produce comparable results. Finally, although the ECSLN was ambitious in the long run, its survey was lengthy and took on too many components of the NGO sector. The size of the survey and the numerous nongovernmental elements it included, made it difficult to focus the study on a few essential areas, mainly purposes, beneficiaries, human and financial resources, and geographical locations.

Lebanon's recent history, including its Civil War, continuous political instability, and weakened economy have made the nongovernmental sector indispensable for the relief of disadvantaged communities. Despite its importance, Lebanon's nongovernmental sector remains insufficiently explored. To improve knowledge about Lebanon's nongovernmental organizations, this thesis conducted an empirical research in an attempt to expand the literature on Lebanon's nongovernmental sector. Although limited, the findings confirmed that Lebanese NGOs offer a variety of specialized services to a wide array of beneficiaries. These organizations offer human and social services, health services and education services to protect the rights of

marginalized groups such as women, migrant workers, people with disabilities, and the youth. This study also found that organizations operate with a small number of employees and volunteers but have adequate amount of financing from fundraising, donations from the public, and international organizations. The findings also revealed that NGOs located in Beirut operate in all regions of Lebanon, especially the urban and rural areas that have problems related to conflict and poverty. By helping beneficiaries in these areas, NGOs protect and help high-risk groups through the provision of emergency relief services and socioeconomic assistance. Given the nature and scope of the role that NGOs play in Lebanese society, it is evident that Lebanon's NGO sector deserves further empirical study.

APPENDIX I

ENGLISH QUESTIONNAIRE

1. What is your current position in your organization?
 - Director
 - Manager
 - Paid Employee
 - Volunteer
 - Other:

2. How many years have you served in your current position?
 - 0-1 Year
 - 1-5 Years
 - 6-10 Years
 - 11-15 Years
 - 16-20 Years
 - 20+ Years

3. How many years have you worked for your organization?
 - 0- 1 Year
 - 1-5 Years
 - 6-10 Years
 - 11-15 Years
 - 16-20 Years
 - 20+ Years

4. Please state the formal mission of your organization:

5. Do you believe that your organization has a clear mission statement?
 - Yes
 - No

6. Does your organization assess its mission statement?
 - Yes
 - No

7. What does your organization produce?
 - Goods
 - Services
 - Goods and Services

8. Please describe what your organization produces (whether goods or services):

9. Please identify your organization's primary area of activity:

Choose one of the following answers

- Arts and Culture
- Recreation and Social Clubs
- Sports
- Education
- Research
- Health
- Mental Health
- Environment
- Animals
- Human Services and Social Services
- Development
- Law and Politics
- International and Foreign Affairs
- Philanthropic Intermediaries and Voluntarism Promotion
- Business and Professional Associations
- Religion

10. Please identify your organization's secondary area of activity.

- Arts and Culture
- Recreation and Social Clubs
- Sports
- Education
- Research
- Health
- Mental Health
- Environment
- Animals
- Human Services and Social Services
- Development
- Law and Politics
- International and Foreign Affairs
- Philanthropic Intermediaries and Voluntarism Promotion
- Business and Professional Associations
- Religion
- None

11. How would you describe the clientele served by your organization?

Check any that apply

- General Public
- Population in a Particular Geographic Area
- Ethnic Groups
- Visible Minorities
- Immigrants
- Refugees
- Persons with Legal Issues
- Persons with Disabilities or Special Needs
- Persons with Mental Disorders
- People with Particular Medical Problems
- Disadvantaged People
- Homeless People
- Criminal Offenders
- Drug Users
- Artists
- Researchers or Academics
- Athletes
- Students or Schools
- Religious Community
- Professionals or Professional Groups
- Parents or Families
- Organization Members
- Members Only
- Other:

12. Please specify the primary gender of the clientele served by your organization:

- Male
- Female
- Both

13. Please specify the primary age group of the clientele served by your organizations:

- 0-5 Years
- 6-10 Years
- 11-15 Years
- 16-25 Years
- 26-30 Years
- 31-65 Years
- 65+
- All Age Groups

14. How many full-time paid employees currently work for your organization?

15. How many part-time paid employees currently work for your organization?

16. How many volunteers currently for your organization?

17. To what extent is your organization satisfied with the quantity of the following:

a. Financial Resources:

- Completely Dissatisfied
- Somewhat Dissatisfied
- Neither Satisfied nor Dissatisfied
- Somewhat Satisfied
- Completely Satisfied

b. Staff

- Completely Dissatisfied
- Somewhat Dissatisfied
- Neither Satisfied nor Dissatisfied
- Somewhat Satisfied
- Completely Satisfied

c. Volunteers

- Completely Dissatisfied
- Somewhat Dissatisfied
- Neither Satisfied nor Dissatisfied
- Somewhat Satisfied
- Completely Satisfied

18. To what extent is your organization satisfied with the quality of the following:

a. Staff

- Completely Dissatisfied
- Somewhat Dissatisfied
- Neither Satisfied nor Dissatisfied
- Somewhat Satisfied
- Completely Satisfied

b. Volunteers

- Completely Dissatisfied
- Somewhat Dissatisfied
- Neither Satisfied nor Dissatisfied
- Somewhat Satisfied
- Completely Satisfied

19. What is your organization's main source of revenue?

- Gifts and donations from the public
- Grants from Lebanese governmental organizations
- Grants from non-Lebanese but regional governmental organizations
- Grants from non-Lebanese but international governmental organizations
- Grants from Lebanese nongovernmental organizations
- Grants from non-Lebanese but regional nongovernmental organizations
- Grants from non-Lebanese but international nongovernmental organizations
- Earned income or fees from services
- Fundraising
- Membership dues
- Other

20. What are your organization's revenues mostly allocated?

a. Employment

- Substantial
- Moderate
- Fair
- Infrequent
- Not at all

b. Projects

- Substantial
- Moderate
- Fair
- Infrequent
- Not at all

c. Fundraising

- Substantial
- Moderate
- Fair
- Infrequent
- Not at all

21. What is the estimated amount of your organization's annual operating expenditures?

- Less than \$30,000
- \$30,000 to \$99,999
- \$100,000 to \$249,999
- \$250,000 to \$499,999
- \$500,000 to \$999,999
- \$1,000,000 to \$9,999,999
- \$10,000,000 and over
- Other

22. How much money, in U.S. dollars, do you estimate that your organization raised last year?

- Less than \$30,000
- \$30,000 to \$99,999
- \$100,000 to \$249,999
- \$250,000 to \$499,999
- \$500,000 to \$999,999
- \$1,000,000 to \$9,999,999
- \$10,000,000 and over
- Other

23. Does your organization have its primary office within Beirut?

- Yes
- No

24. If your organization conducts activities inside of Beirut, please identify where.

Check any that apply

- Achrafieh
- Bachoura
- Dar el Mreisseh
- Mazra'a
- Medwar
- Minet El Hosn
- Ras Beirut
- Port Beirut
- Moussaitbeh
- Rmail
- Saifi
- Zqaq el Blat
- Other

25. If your organization conducts activities outside of Beirut, please identify the qada'a where these activities occur.

Check any that apply

- Baabda (Baabda)
- Aley (Aley)
- Matn (Jdeideh)
- Keserwan (Jounieh)
- Chouf (Beiteddine)
- Jbeil (Byblos)
- Tripoli (Tripoli)
- Akkar (Halba)
- Zgharta (Zgharta / Ehden)
- Bsharri (Bsharri)
- Batroun (Batroun)
- Koura (Amioun)
- Miniyeh-Danniyeh District (Miniyeh-Danniyeh)
- Baalbek (Baalbek)
- Hermel (Hermel)
- Zahle (Zahlé)
- Rashaya (Rashaya)
- Western Beqaa (Jebjennine / Saghbine)
- Sidon (Sidon)
- Jezzine (Jezzine)
- Tyre (Tyre)
- Nabatiyeh (Nabatiyeh)
- Marjeyoun (Marjeyoun)
- Hasbaya (Hasbaya)
- Bint Jbeil (Bint Jbeil)
- Other:

26. Please rank in order of importance why your organization has an office in Beirut:

- a. To be closer to beneficiaries
 - Extremely Important
 - Somewhat Important
 - Neither Important nor Unimportant
 - Somewhat Important
 - Extremely Unimportant

- b. To be closer to a particular sect
 - Extremely Important
 - Somewhat Important
 - Neither Important nor Unimportant
 - Somewhat Important
 - Extremely Unimportant

- c. To be closer to employees and volunteers
 - Extremely Important
 - Somewhat Important
 - Neither Important nor Unimportant
 - Somewhat Important
 - Extremely Unimportant

- d. To be closer to government offices
 - Extremely Important
 - Somewhat Important
 - Neither Important nor Unimportant
 - Somewhat Important
 - Extremely Unimportant

- e. To be closer to other NGOs
 - Extremely Important
 - Somewhat Important
 - Neither Important nor Unimportant
 - Somewhat Important
 - Extremely Unimportant

- f. To be closer to supply chains
 - Extremely Important
 - Somewhat Important
 - Neither Important nor Unimportant
 - Somewhat Important
 - Extremely Unimportant

27. Please state your organization's primary religious affiliations, if any:
Choose one of the following answers:

- Alawite
- Armenian Catholic
- Armenian Orthodox
- Assyrian Church of the East
- Chaidean Catholic
- Copts
- Druze
- Greek Catholic
- Greek Orthodox
- Ismai'ili
- Jewish
- Latin Catholic
- Maronite
- Protestant
- Sunni
- Shi'a
- Syriac Catholic
- Syriac Orthodox
- None
- Choose not to answer
- Other:

28. Please specify your organization's primary political affiliation, if any:
Choose one of the following answers:

- Free Patriotic Movement
- Amal Movement
- Hezbollah
- Syrian Social National Party
- Armenian Revolutionary Federation (Tashnag)
- Lebanese Communist Party
- Future Movement
- Lebanese Forces
- Lebanese Social Democratic Party (Kataeb)
- Progressive Socialist Party
- None
- Choose not to answer
- Other:

29. What are, in your opinion, the biggest challenges faced by your organization?

30. What are, in your opinion, the biggest opportunities for your organization?

31. What is the general state of civil society in Lebanon?

32. To what extent do you believe that a comprehensive database of NGOs in Lebanon should be made publically available, for example, on a website?

Choose one of the following answers:

- Strongly Believe
- Moderately Believe
- Slightly Believe
- Don't Believe

33. Would your organization be interested in participating in the publication of a comprehensive database of NGOs in Lebanon?

- Yes
- No

APPENDIX II

ARABIC QUESTIONNAIRE

- ما هو منصبكم الحالي في المنظمة؟

- رئيس
- مدير اداري
- موظف بأجر
- متطوع
- غير ذلك:

- كم سنة خدمتم منصبكم الحالي؟

- 0-1 سنة
- 1-5 سنوات
- 6-10 سنوات
- 11-15 سنة
- 16-20 سنة
- 20+ سنة

- كم سنة مضت على عملكم في المنظمة؟

- 1- سنة
- 1-5 سنة
- 6-10 سنة
- 11-15 سنة
- 16-20 سنة
- 20+ سنة

- اذكر المهام الرسمية للمنظمة:

- هل تعتقدوا أن المنظمة لديها بيان بالمهام واضح؟

- نعم
- كلا

- هل تقوم المنظمة بتقييم بيان مهامها؟

- نعم
- كلا

- ماذا تنتج منظماتكم؟

- بضائع
- خدمات
- بضائع وخدمات

- يرجى وصف ما تنتجه منظماتكم (سواء بضائع أو خدمات)

- يرجى تحديد النطاق الرئيسي لنشاط المنظمة. الرجاء الاختيار

- الفنون والثقافة
- الترفيه والنوادي الاجتماعية
- الرياضة
- التعليم
- الأبحاث
- الصحة
- الصحة العقلية
- البيئة
- الحيوانات
- الخدمات الإنسانية والخدمات الاجتماعية
- التنمية
- القانون والسياسة
- الشؤون الخارجية والدولية
- وسطاء الخير وتعزيز العمل التطوعي
- الجمعيات التجارية والمهنية
- الديانة

- يرجى تحديد النطاق الثانوي لنشاط المنظمة. الرجاء الاختيار

- الفنون والثقافة
- الترفيه والنوادي الاجتماعية
- الرياضة
- التعليم
- الأبحاث
- الصحة
- الصحة العقلية
- البيئة
- الحيوانات
- الخدمات الإنسانية والخدمات الاجتماعية
- التنمية
- القانون والسياسة
- الشؤون الخارجية والدولية
- وسطاء الخير وتعزيز العمل التطوعي
- الجمعيات التجارية والمهنية
- الديانة

- كيف تصف العملاء الذين تخدمهم منظماتكم؟

- جمهور عام
- سكان في منطقة جغرافية معينة
- مجموعات عرقية
- أقليات ظاهرة
- مهاجرين
- لاجئين
- أشخاص لديهم قضايا قانونية
- أشخاص ذوي إعاقة أو احتياجات الخاصة
- أشخاص يعانون من اضطرابات نفسية
- أشخاص يعانون من مشاكل طبية معينة
- الفئات المحرومة
- أشخاص بلا مأوى
- المجرمين
- مدمني المخدرات
- الفنانين
- الباحثين أو الأكاديميين
- الرياضيين
- الطلاب أو المدارس
- المجتمع الديني
- المهنيين أو الفئات المهنية
- الأهل أو الأسر
- أعضاء المنظمة
- للأعضاء فقط

- يرجى تحديد نوع الجنس الأساسي للعملاء الذين تخدمهم منظماتكم؟

- ذكر
- أنثى
- الجنسين

- يرجى تحديد الفئة العمرية الأساسية للعملاء الذين تخدمهم منظماتكم.
يرجى اختيار كل ما ينطبق.

- 0-5 سنة
- 6-10 سنة
- 11-15 سنة
- 16-26 سنة
- 26-30 سنة
- 31-65 سنة
- +65
- جميع الفئات العمرية

كم عدد الموظفين العاملين بدوام كامل وبأجر حاليا في منظماتكم؟

كم عدد الموظفين العاملين بدوام جزئي حاليا في منظماتكم؟

- إلى أي مدى منظمتمكم راضية عن كمية ما يلي:

راض تماماً	راض إلى حد ما	لا راض ولا مستاء	غير راض نوعاً ما	غير راض تماماً	
					الموارد المالية
					فريق العمل
					المتطوعين

إلى أي مدى منظمتمكم راضية عن نوعية ما يلي:

راض تماماً	راض إلى حد ما	لا راض ولا مستاء	غير راض نوعاً ما	غير راض تماماً	
					فريق العمل
					المتطوعين

- ما هو المصدر الرئيسي للدخل في منظمتمكم؟

- الهبات والتبرعات من الجمهور
- المنح المقدمة من المنظمات الحكومية اللبنانية
- المنح المقدمة من المنظمات الحكومية الإقليمية ولكن غير لبنانية
- المنح المقدمة من المنظمات الحكومية الدولية ولكن غير لبنانية
- المنح المقدمة من المنظمات غير الحكومية اللبنانية
- المنح المقدمة من المنظمات غير الحكومية الإقليمية ولكن غير لبنانية
- المنح المقدمة من المنظمات غير الحكومية الدولية ولكن غير لبنانية
- الدخل المكتسب أو رسوم الخدمات
- جمع التبرعات
- رسوم العضوية
- غير ذلك (يرجى التحديد)

- اين يتم اسخدام إيرادات منظمتم

لا شيء	كميات غير نظامية	كميات معتدلة	كميات متوسطة	كميات كبيرة	
					الإيجار
					التوظيف
					الخدمات
					الاتصالات
					النقلات
					المشاريع
					مشاريع لجمع التبرعات

- ما هو المبلغ التقديري لنفقات التشغيل السنوية لدى منظمتم ؟

- أقل من \$30,000
- \$30,000 to \$99,999
- \$100,000 to \$249,999
- \$250,000 to \$499,999
- \$500,000 to \$999,999
- \$1,000,000 to \$9,999,999
- \$10,000,000 وما فوق
- غير ذلك (يرجى التحديد)

- كم من المال، بالدولار الأمريكي، يقدرون ان منظمتم جمعت في العام الماضي؟

- أقل من \$30,000
- \$30,000 to \$99,999
- \$100,000 to \$249,999
- \$250,000 to \$499,999
- \$500,000 to \$999,999
- \$1,000,000 to \$9,999,999
- \$10,000,000 وما فوق
- غير ذلك (يرجى التحديد)

- هل المكتب الاساسي لمنظمتكم يقع ضمن بيروت؟

- نعم
- كلا

- أين يقع المكتب الاساسي لمنظمتكم ضمن مناطق بيروت ال12؟

- الأشرافية
- الباشورة
- دار المريسة
- المزرعة
- مدور
- ميناء الحصن
- رأس بيروت
- مرفأ بيروت
- المصيطبة
- رميل
- زقاق البلاط
- غير ذلك (يرجى التحديد)

- إذا كانت منظمتكم تقوم بالأنشطة داخل بيروت، يرجى تحديد المكان.
يرجى اختيار كل ما ينطبق:

- الأشرافية
- الباشورة
- دار المريسة
- المزرعة
- مدور
- ميناء الحصن
- رأس بيروت
- مرفأ بيروت
- المصيطبة
- رميل
- زقاق البلاط
- غير ذلك (يرجى التحديد)

- إذا كانت منظماتكم تقوم بـأنشطة خارج بيروت، يرجى تحديد القضاء حيث تحدث هذه الأنشطة. يرجى اختيار كل ما ينطبق:

- بعددا
- عاليه
- المتن
- كسروان
- الشوف
- جبيل
- طرابلس
- عكار
- زغرتا
- بشري
- بترون
- كورة
- المنية - الضنية
- بعلبك
- هرمل
- زحلة
- راشيا
- البقاع الغربي
- صيدا
- جزين
- صور
- النبطية
- مرجعيون
- حاصبيا
- بنت جبيل
- غير ذلك (يرجى التحديد)

- يرجى ترتيب من حيث الأهمية لماذا منظمتمك لها مكتب في بيروت:

هام للغاية	مهم إلى حد ما	لا هام ولا غير مهم	غير مهم إلى حد ما	غير مهم للغاية
				لنكون أقرب إلى المستفيدين
				لنكون أقرب إلى طائفة معينة
				لنكون أقرب إلى الموظفين والمتطوعين
				لنكون أقرب إلى المكاتب الحكومية
				لنكون أقرب إلى المنظمات غير الحكومية الأخرى
				لنكون أقرب إلى سلاسل التوريد
				لا لسبب معين

- يرجى ذكر الانتماء الديني الاساسي لمنظمتمك، إن وجد:

- العلوية
- الارمن الكاثوليك
- الارمن الارثودكس
- كنيسة المشرق الآشورية
- الكلدان
- الاقباط
- الدروز
- الروم الكاثوليك
- الروم الارثودكس
- الاسماعيلية
- اليهودية
- اللاتين
- الموارنة
- البروتستانت
- السنة
- الشيعة
- السريان الكاثوليك
- السريان الارثودكس
- لا يوجد
- لا جواب
- غير ذلك (يرجى التحديد)

- يرجى تحديد الانتماء السياسي الأساسي لمنظمتكم، إن وجد:

- التيار الوطني الحر
- حركة أمل
- حزب الله
- الحزب السوري القومي الاجتماعي
- الاتحاد الثوري الأرمني (الطشناق)
- الحزب الشيوعي اللبناني
- تيار المستقبل
- القوات اللبنانية
- حزب الكتائب
- الحزب التقدمي الاشتراكي
- لا يوجد
- لا جواب
- غير ذلك (يرجى التحديد)

- ما هي، في رأيكم، أكبر التحديات التي تواجهها منظمتكم؟

- ما هي، في رأيكم، أكبر الفرص لمنظمتكم؟

- ما هي الحالة العامة في المجتمع المدني في لبنان؟

- إلى أي مدى تعتقد أن قاعدة بيانات شاملة للمنظمات غير الحكومية في لبنان ينبغي أن تكون متاحة علنا، على سبيل المثال، على موقع على الانترنت؟

- نعتقد بقوة
- نعتقد باعتدال
- نعتقد قليلا
- لا أعتقد

- هل ستكون منظمتكم مهتمة في المشاركة في نشر قاعدة البيانات الشاملة للمنظمات غير الحكومية في لبنان؟

- نعم
- كلا

APPENDIX III

CONSENT FORM

Towards a Preliminary Taxonomy of Nongovernmental Organizations in Beirut

Principal Investigator: Dr. Thomas W. Haase

Student Investigator: Melissa G. Ajamian

We are asking you to participate in a research study. You have been chosen to participate in this research because you are a nongovernmental organization in Beirut.

The research is under the supervision of the Primary Investigator Dr. Thomas Haase, who can be reached at th30@aub.edu.lb and 01-350000 ext. 4344; his office is located at the AUB campus, Jessup-204D. For further inquiries you can contact the Institutional Review Board of the University at irb@aub.edu.lb and 01-350000 ext. 5445.

Please read the information below and feel free to ask any questions that you may have. This research is about classifying nongovernmental organizations in Lebanon in accordance to their purpose, size and internal characteristics. You are invited to give information that will be a valuable contribution to this research.

Please read the information below and feel free to ask any questions that you may have.

A. BASIC INFORMATION

1. In this study, you will answer basic survey questions about the nature of your NGO, including its mission, number of employees or volunteers, activities and other such questions.
2. The estimated time to complete this study is approximately 60 minutes.
3. The research is being conducted with the goal of receiving thesis credits towards graduation.
4. The data will also be used to write peer-reviewed journal articles and conference presentations.
5. The data collected by this study will be used to identify NGOs that operate in the Republic of Lebanon and to create a directory of NGOs in Lebanon.

B. BENEFITS AND RISKS

The benefits, which may reasonably be expected to result from this study, are to determine the size and scope of the nongovernmental sector in Lebanon and to help people in need to locate those nongovernmental organizations and understand the goods and services they offer.

Your participation in this study does not involve any physical risk or emotional risk to you beyond the risks of daily life. Your decision to withdraw will not involve any penalty. Discontinuing participation in no way affects your relationship with AUB. You have the right to withdraw your consent or discontinue participation at any time for any reason.

C. CONFIDENTIALITY

To secure the confidentiality of your responses, your name and other identifying information will not be attached to your answers. All codes and data will be kept in a

password-protected computer that is kept secure. Data access is limited to the Principal Investigator and the researchers working directly on this project. All collection instruments will be destroyed responsibly after the required retention period (usually three years). Your personal privacy will be maintained in all published and written data that result from this study. Your name or other identifying information will not be used in our reports or published papers.

D. CONTACT INFORMATION

1. If you have any questions or concerns about the research you may contact me at 03-376652, or mga27@aub.edu.lb
2. If you have any questions, concerns or complaints about your rights as a participant in this research, you can contact the following office at AUB: Social & Behavioral Sciences Institutional Review Board 01-374374 ext: 5445 or irb@aub.edu.lb.

E. PARTICIPANT RIGHTS

Participation in this study is voluntary. You are free to leave the study at any time without penalty. Your decision not to participate in no way influences your relationship with AUB. If desired, the researchers agree to provide you with a copy of the final research report.

By clicking on the next button, you consent to participate in this study. If you want to stop, just press exit (or close browser).

APPENDIX IV

REQUEST FOR PARTICIPATION

American University of Beirut
Political Studies and Public Administration Department
Principal Investigator: Dr. Thomas William Haase
Student Investigator: Melissa Garbis Ajamian

Dear _____,

Hello. My name is Melissa Ajamian. I am a graduate student in the Department of Political Studies and Public Administration at American University of Beirut.

I would like to invite you to participate in a research study about nongovernmental organizations in Beirut. The research is under the supervision of the Primary Investigator Dr. Thomas Haase, who can be reached at th30@aub.edu.lb and 01-350000 ext. 4344; his office is located at the AUB campus, Jessup-204D. For further inquiries you can contact the Institutional Review Board of the University at irb@aub.edu.lb and 01-350000 ext. 5445.

You have been chosen to participate in this research because you are a nongovernmental organization in Beirut.

This study seeks data to help me gain a basic understanding of these nongovernmental organizations that operate in Beirut, for example, their size, their purposes and their geographical location.

You have been invited to participate by answering an online survey.

To access the survey, please click on the following link:

[Insert link once done with LimeSurvey]

Thank you,

Melissa Ajamian

Telephone Number: 03-376652

E-mail Address: mga27@aub.edu.lb

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