AMERICAN UNIVERSITY OF BEIRUT

SCALING-UP NOT-FOR-PROFIT ORGANIZATIONS WHILE MAINTAINING FINANCIAL SUSTAINABILITY: EXPLORING THE CASE OF EMPOWERMENT THROUGH INTEGRATION ORGANIZATION IN LEBANON

by

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Title: Scaling-Up a Not-For-Profit Organization while Maintaining Financial Sustainability: Exploring the Case of Empowerment Through Integration Organization in Lebanon

Many not-for-profit organizations attempt to scale-up but face problems of financial sustainability. In developing countries, not-for-profit organizations encounter additional legal, economic, and social restrictions that influence their ability to finance their activities given the urgent need for their services. This project was written to guide not-for-profit organizations towards actions they should consider to scale-up yet enhance their financial sustainability. Following a review of the literature, a framework is presented to achieve both objectives and is applied to the case of Empowerment Through Integration, a U.S. based organization operating its first branch in Lebanon. To write the case, I participate in a six months participatory observation where data such as attending meetings with different stakeholders, conducting interviews with the CEO, and collecting company files to name a few were collected. The result was a teaching case that describes the background of the organization along with the Lebanese social, economic, and political context that influences the activities of the organization. The project concludes with a general application of the literature to the case.
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CHAPTER I

INTRODUCTION

This project was written in the aim of guiding not-for-profit organizations (NFPs) in developing countries on the tactics that can be used to create a long-term impact. Creating a lasting impact requires a NFP to enhance its relation to all its internal and external stakeholders as well as proper planning. Marketing, financial planning, transparency, donor-relation, and resonance of programs to the public are some instances that NFPs should focus on to create the desired change. However, I consider two main pillars for discussion in this paper: scaling-up options and improving the organizations’ level of financial sustainability.

In both the developing and developed worlds, NFPs face problems of financial sustainability. The later obliges countless NFPs to shut down despite the needs of the beneficiaries and the necessity to scale-up within the community they function in. In the U.S., The Nevada Treatment Center, a not-for-profit clinic that provided assistance and rehabilitation to drug addicts in the state, was mandated to close despite the increasing demand on its service. This shut down left indigent clients with the inability to receive the needed services as many could not afford private for-profit clinical treatments (Draper, M.J. 2015). In the developing countries, the failure of the governments in delivering health, social, economic, and other needs yielded a continuous augmentation on the necessity of NFPs. However, the limitation of financial resources directly reflects a NFP’s ability to scale-up the impact and reach out to all needing beneficiaries. In Lebanon, the Lebanese Institution for
the Blind (LIB), a NFP that specializes in aiding the blind, posted on their website on June 2017 the following:

“Yet, despite all the efforts put behind the support of LIB, the financial campaigns were insufficient to cover the growing needs and expenses of the institution given that all the services the institution offers are free of charge. To be noted that LIB did not receive yet any support from the Lebanese government.”

Similarly to the instance provided about The Nevada Treatment Center, the LIB faces problems of financial sustainability that restricts its ability to “cover the growing needs and expenses.” In Lebanon, the laws that govern NFPs were written during the 1909 Ottoman Law on Association, which adds further restrictions on the funding of the 8,500 (Civic Freedom Monitor, 2017) NFPs compared to those operating in other developing countries. As referred to in the case, Lebanon does not deduct taxes when donated for not-for-profit organizations. When exploring the case of Empowerment Through Integration (ETI), we provide a summary of the Lebanese context and conclude with how the options can be applicable to a NFP based in Lebanon. ETI is a NFP founded in the U.S. but faces problems of scaling-up and financial sustainability.

Despite that NFPs carry many definitions, common traits can be easily detected. Willetts (2012) defines a nongovernment organization to be “an independent voluntary association of people acting together on a continuous basis for some common purpose other than achieving government office, making money or illegal activities.” Francois (2015)

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1 Sources Of Income. Retrieved From http://www.arabblind.org/English/finance/sourcesofincome.htm.
defines a not-for-profit organization to be “an organization whose purpose is not to make a profit from the activities that it conducts.” the United Nations Rule of Laws (2014) that defines a not-for-profit “group, principally independent from government, which is organized on a local, national or international level to address issues in support of the public good.” In this research, I define a not-for-profit organization as:

Any government-independent entity whose main activities are ethical, legal, and not profit-focused or power-oriented but is dedicated to a community-driven mission.

In this research, I investigate options for scaling-up techniques that not-for-profit organizations in Lebanon can adopt. Definitions for “scaling”, “scale”, and “scaling-up” were highly debatable leading to different perspectives on what upcoming actions NFPs should execute. Generally, I have found considerable research on not-for-profits’ scaling-up options. Uvin’s taxonomy (1996) was of crucial importance as he defined four paths towards scaling a NFP: Quantitative, Functional, Political, and Organizational Scaling. Later, I examine strategies for which not-for-profit organizations can use to achieve financial sustainability. Minimum research was done to explore the financial sustainability of a NFP. However, I find that Francois’ (2015) three factors to be comprehensive to all of the previous literature: the collateral factor, the inherent factor, and the environment factor.

In the previous literature, the two topics were not directly related. Through comparing the traits of financial sustainability to one form of scaling-up a NFP, I present a framework on how the two concepts are related in this paper.
This project is a teaching case of Empowerment Through Integration, a U.S. based not-for-profit organization operating its first branch in Lebanon. The organization aims to scale-up its branch in Lebanon while maintaining financial sustainability. In this project, I investigate the options that not-for-profit organizations can utilize to scale-up as presented in the previous literature. Afterwards, I review the literature of which not-for-profit organizations can achieve financial sustainability. Following a deep analysis of both literatures, the research presents a framework to demonstrate that financial sustainability is itself a form of scaling-up. After introducing the not-for-profit organization Empowerment Through Integration, the case discusses the Lebanese social, political, and economic context. The project concludes with the options that the organization should adopt to achieve both objectives.
A. Defining “Scaling-up”

Citizens of developing countries acknowledged the failed attempts of their governments in supporting local causes and thus “the dominant global ideology of the 1980s was strongly in favor of anything not public”. Ever since, development practitioners attempted to experiment with alternative models to enhance the quality of life of the poor and to be “empowered” (Rahman, 1993). The not-for-profit sector was later acknowledged as a “science” whose global impact was influenced “when government began taking them more seriously” (Ditcher, 1999). The increase in the services provided by NFP resulted in a further demand for understanding the types of scaling-up an organization. As such, I have conducted a thorough research on the terms “scale”, “scale-up”, and “scaling-up”, and found in the literature a wide range of evolving definitions.

Initially, social scientists equated the terms “scale” and “scaling-up” with “impact” and “increasing the impact” respectively. For some, increasing the number of beneficiaries is the approach towards scaling-up. For instance, Gemini (1992) defines scaling-up as the “need to reach several times the actual number of members”. Similarly, both organizational and functional scaling-up referred to by Berg (1987) and Hyden (1992), focused on targeting a larger number of people. According to Clark (1991), Fisher (1993), and Korten (1990), a lasting change is achieved through influencing the political body and decisions yielding in a nation-wide level of impact. In an article of key issues when scaling international health
services, Mangham and Hanson (2010) define scaling-up to be “the ambition or process of expanding the coverage.” For others, increasing the impact for same number of beneficiaries is a form of scaling-up. For instance, Howes and Sattar (1992) focused on the level of impact of the programs.

Building on the previous concepts, Uvin and Miller (1996) provided rather a comprehensive definition. According to the authors, the need for scaling-up is the “increase in a NGOs size, complexity and impact of their programs.” Four years afterwards, Uvin focused on “expanding impact” rather than “becoming large” (Uvin, 2000).

Later, sustainability became integrated in scaling-up the impact. Coburn (2003) argues that most educational researchers tend to define scale as the expansion that is specifically targeted in reform efforts rather than merely spreading (Elmore, 1996) and result in a sustainable change (McLaughlin & Mitra, 2001; Stokes, Sato, McLaughlin, & Talbert, 1997). Another dimension was introduced by The Core Group which correlated the impact with “affordable cost”, as a measure for effectiveness of the ongoing programs. More recently, World Bank (2005) identifies scaling-up as ‘expanding, adapting and sustaining successful policies, programs or projects in different places and over time to reach a greater number of people’ (Hartmann & Linn, 2008).

In the recent literature, social scientists argued that scaling-up is one form of a NFP’s attempt to scale an impact adding further complexities over the term. Despite the utilization of the term ‘scaling-up’ as the geographic expansion through replication of programs and innovations and influence a larger number of people (Dees, Anderson, & Wei-Skillern, 2004; Mulgan et al., 2007; Wei-Skillern & Anderson, 2003), Westley, Antadze, Riddell, Robinson, and Geobey (2014) label this form of replication as “scaling out” and defines
“scaling-up” to actions whose sole purpose is to “address the larger institutional roots of a problem.”

Moore, Riddell, and Vocisano (2015), nevertheless, argued that scaling impact could be achieved through scaling-up, scaling out, and scaling deep. Scale-up is defined as the process of which laws and policies are influenced whereas scaling out is attained through impacting greater numbers and scaling deep is influencing the cultural roots.

In this project, I define scaling-up a NFP to be the following:

Scaling-up is any action adopted by the organization whose sole purpose is to strengthen the organization internally or its communal position to serve the organization’s mission whether in the long or the short term.

B. NFPs Mechanisms for Scaling-Up

Treated initially as a business entity, NFPs based their scaling-up activities on the options provided by the Ansoff’s Matrix, as argued by Mintzberg (1991) (Williams, 2014). The four options were then expanded and detailed into initiatives that suited not-for-profit causes. In fact, successful business models are replicated elsewhere on a much faster rate than successful NFPs programs (Dees, Anderson & Wei-Skillern 2002). As such, the need for special scaling-up tactics applicable to NFPs were established.

Several scholars discussed options to scale-up a NFPs impact. Berg (1987) suggested organizational and financial scaling-up, both of which relates to the ability of the organization to expand in size. Hyden (1992) differentiated organizational scaling-up from functional. Clark (1991) spoke of influencing policy reform, which was later progressed by Fisher
Lecomte (1991), on the other hand, discussed the independence and self-financing of NFPs as a way of scaling-up. Based on the above methods, Uvin and Miller (1996) introduced a four-path taxonomy of scaling-up options:

- **Quantitative:** which aims to increase the number of people impacted by the NFPs programs. Quantitative scaling included spread, replication, nurture, horizontal aggregation, and integration options.

- **Functional:** which focuses on expanding its base of programs whether through introducing new activities related to the mission, an initiative referred to as vertical integration, or new activities unrelated to its mission, referred to as horizontal integration.

- **Political:** which moves the NFPs’ mere focus on services towards engagement in the political body. The category suggests four levels of political integration: information and mobilization, networking, vertical aggregation, and direct entry into politics.

- **Organizational:** which increases the organization’s strengths and sustainability through reaching self-financing.

In a study of five Indian NFPs, Uvin modified the initial taxonomy. In the second taxonomy, Uvin broadened the political scaling-up paths to discuss indirect activities that influence political decisions. According to Uvin, the behavior of the youth, authorities, NFPs, and other stakeholders could be approached in a way to achieve a not-for-profit’s purposes. Organizational scaling-up, on the other hand, constituted four life stages so that NFPs develop a competitive edge and guarantee minimal sources of funding: entrepreneurial
initiatives, task teams, implementation organization, and program institutions. (Uvin, Jain, & Brown, 2000).

Douthwaite (2003) discusses scaling three major options utilized in agricultural development:

- **Scaling-out**: a geographical expansion of which innovation transmit within similar stakeholder groups.

- **Scaling-up**: a process of development of grassroots organizations into “policy makers, donors, development institutions, and other stakeholders key to building an enabling environment for change.”

- **Spatial scaling-up**: “the widening of scale of operation from, for example, experimental plot, to field, to farm, to watershed, etc.”

When presenting a conceptual framework for the transition of an experiment towards societal change, Van den Bosch and Rotmans (2008) assures that radical and continuous change occurs when the culture, practices and values are influenced. Inspired by the notion, the scaling-deep type is established (Moore, Riddell, & Vocisano, 2015):

- **Scale-Up**: is about “impacting laws and policy. Changing institutions at the level of policy, rules, and laws.”

- **Scale-Out**: “Impacting greater numbers. Replication and dissemination, increasing number of people or communities impacted” “replication of successful programs elsewhere in the hope to get similar results to more people”. This might result in scaling-up to address real roots of the problem.
• Scale-Deep: is based on the argument that “durable change has been achieved only when people’s hearts and minds, their values and cultural practices, and the quality of relationships they have, are transformed.”

Moore, Riddell, and Vocisano (2015) also argues that a powerful scaling is the one that includes all three forms.

After a deep review of the literature of scaling-up social impact, Hisrschhorn et al. (2013) identified 10 types NFPs can utilize to scale:

• Fiscal support
• Political support
• community involvement, integration, buy-in and depth
• Partnerships
• Balancing flexibility/adaptability and standardization
• Supportive policy, regulatory, and legal environment
• Building and sustaining strong organizational capacity
• Transferring ownership
• Decentralization
• Ongoing focus on sustainability

Ever since Uvin’s taxonomy, researchers attempted to introduce extra dimensions to scaling-up a NFP such as effectiveness and sustainability. However, I believe that Uvin’s taxonomy is summative for the case I discuss.
C. Defining “Financial Sustainability”

In a report published by Abt Associates Inc., the organization focuses on the importance of sustainability as an unceasing process, that sustainability is “a process, not an end” (Abt Associates, 1994). According to the organization, sustainability is the extent to which a NFP manages to “fulfill its mission and serve its stakeholders over time.” Sustainability in NFPs can take three dimensions: organization, service, and financial. In this project, I will disregard organization and service sustainability and their relation to financial sustainability.

Despite the differences over the term “sustainability”, most researchers included the concept of “long-term”. For instance, Bowman (2011) defines financial sustainability as the capability of the NFP to maintain itself “over the long term.” Inspired by Bowman, Williams (2014) defined financial sustainability as “the mix of revenue and expense management strategies that enable an organization to pursue its mission and mandate over the long term.” In a most recent literature, Francois (2015) describes sustainability as the “ability of a business, an organization, or a project to fulfill its vision and mission, meet its goals, and serve its stakeholders over time.”

When discussing the financial struggles and vulnerability of NFPs in an earlier literature, Tuckman and Chang (1991) correlate financial vulnerability to the NFPs possibility to diminish its services “when it experiences a financial shock.” According to Bowman, not only when a NFP can “react to unexpected threats” but also when it is capable of “seizing opportunities” when at the same time “maintaining general operations of the organization” (SontagPadilla et al, 2012). Bowman also illustrates that long-term sustainability is achieved through short-term financial capacity. According to Bowman (2011), “an organization that is sustainable in the long term but unsustainable in the short term is chronically short of cash.”
Conversely, an organization that is sustainable in the short term but not in the long term may have adequate cash but inflation will cause the value of its assets to erode over time.”

In this project, I will adopt Francois’ definition for financial sustainability.

D. Financial Sustainability in NFPs

Generally, research on the initiatives of which NFPs could become financially sustainable are limited. In 1991, Tuckman and Chang (1991) outlined four financial criteria that will help NFPs determine their capability to withstand financial shock, hence level of financial sustainability. Applied to a 4,730 U.S. NFPs, the criteria were composed of the following:

- Inadequate Equity Balances, defined by the difference of liabilities from the organizations assets. A low equity balance increases the NFPs risk.
- Revenue Concentration, or in other words, the diversification of the sources of income to the organization.
- Low Administrative Costs, a natural stage NFPs take when they are low on cost is to cut costs rather than programs.
- Low or Negative Operating Margin, equivalent to the proportion of the net income to the organization’s revenues, and is equivalent to:

\[
\frac{\text{Revenues} - \text{Expenditure}}{\text{Revenues}}
\]

Ever since, financial models and ratios were integrated into NFPs analysis in determining the levels of financial sustainability. Bassett and Mitchell (2006) perceived financial sustainability of NFPs as a plan. As such, they provide six steps that academic institutions can apply when planning for their financial sustainability: trend analysis, ratio analysis,
evaluating financial planning assumptions, establishing markers of school success, re-engineering strategies, and projecting multiple scenarios. The plans proved useful for schools but may not necessarily apply to other types of NFPs.

Adding to Tuckman and Chang’s financial plan, Leon (2001) outlined four pillars for financial sustainability. Divided into direct and indirect contributions, the pillars were:

- Similar to the literature of Tuckman and Chang (1991), Leon (2001) emphasizes the need for financial and strategic planning. Leon argued that it is not merely about collecting as much as possible, and that NFPs should determine the minimum targeted amount.

- According to Leon, “at least 60% of the organization’s overall budget must come from five different sources” (Leon, 2001). Income diversification, could be achieved through national foundations, international foundations, local corporations, and governmental funding.

- Sound administration and finance, the third pillar, includes organizing events, enabling for tax deduction, exchange royalties or licensing “to corporations in exchange for a fixed amount”.

- NFPs could generate unrestrictive own income through starting a trust or endowment fund, fundraising for the organization’s operations, public contributions, sales of good and services, establishing a business with the NFPs expertise, and financial management.
Financial sustainability was later developed by William (2014) to be a process achieved through four keystone attributes: financial practices, fund development, strategy planning and thinking, and the capacity to innovate.

The most recent literature presented by Francois (2015), on the other hand, includes William’s (2014) keystones and provides a comprehensive listing of the factors that contributes to financial sustainability. Divided into direct and indirect sources, Francois believes that a convergence between the inherent, collateral, and environmental factors is optimal for NFPs:

![Diagram of factors contributing to financial sustainability]

Figure 1: The three factors contributing to financial sustainability as presented by Francois (2015)

The inherent factors are composed of the aspects of preparing and reaching financial sustainability. According to Francois (2015), the inherent factors “determine whether an organization is financially sustainable or not.” The process of preparation takes place through
organizing a financial management plan, preparing the needed budget, analyzing financial statements, and starting a financial sustainability plan and risk management. Such steps are essential to understand the amount, methods and impact of the income. Furthermore, funds can be collected through four major techniques:

- **Fundraising**, a process of collecting unrestricted amounts. Fundraising can take place through individual and organizational donors, contributions from proposals, yearly campaigns, Corporate Social Responsibility (CSR), and partnerships from corporations and agencies.
- **Grants**, on the other hand, is the amount restricted to the usage as promised. Grants can be received from national, regional, and local government agencies.
- **Investments**, whether short or long term financial and other forms of investments.
- Turning the organization into a social enterprise can be one approach towards financial sustainability. Instances are small-business activities, cooperation, social firm, credit union, trading arm to charity, public sector spin-outs.

The collateral factors are indirect factors that affect the capability of the organization towards achieving financial sustainability. According to Francois (2015), collateral factors “influence the planning, implementation, or monitoring of financial sustainability.” Collateral factors include governance, leadership, strategic planning, human resources, job satisfaction, asset mapping, community relations, service delivery, technology, program evaluation, social marketing, organizational transformational.

The environmental factors, on the other hand, includes the social, economic and political factors influencing the capability of a not-for-profit to receive funding and needed support.
Such factors reflect on the risk of the operating NFP and thus capability to become financially sustainable.

Ever since the establishment of Leon’s (2001) four pillars model, the literature has built and expanded upon the pillars. Francois (2015) seems to have built on all previous literature and presented a comprehensive list of what composes financial sustainability. In this paper, I will consider Francois’s three factors as the NFPs paths towards financial sustainability.

E. Scaling-Up while Maintaining Financial Sustainability

Despite the insinuation of a strong relation between financial sustainability and scaling-up a NFP, the two topics were not directly related. Even when considering the different scaling-up options, it is crucial to note that “different dimensions of scaling are interrelated. Scaling-up rarely occurs in one dimension only. As programs scale-up quantitatively and functionally, they typically need to scale-up politically and organizationally” (Jowett & Dyer, 2012).

Similarly, scaling-up or scaling-down varies the level of financial capacity, financial risk, and therefore contributes to the financial sustainability of the NFP. However, this relationship between the two concepts remains vague.

According to Lecomte (1991), self-help organizations pass through stages of maturation “characterized by increased capacity to innovate, generate local resources, and improve organizational capacity. His scaling-up is a matter of autonomy, self-reliance, and independence” (Uvin, 1996). The four stages, as suggested in Uvin’s modified taxonomy, are in the order of: entrepreneurial initiatives, task teams, project implementation organization, and program institution. Strengthening, growing, and sustaining the
organization requires financial and institutional scaling. Scaling-up an organization was mostly referred to in Uvin’s taxonomies.

To understand further the relationship within Uvin’s first description of Francois’ three factors for financial sustainability, I compared the organizations scaling-up traits to the three factors via quoting from the articles. The results presented in Table 1, I found an exact similarity within the two concepts.

Figure 2: Financial Sustainability as concluded to be a part of scaling-up options.

As a result of the comparison performed in Table 1, I deduce that achieving financial sustainability is a form of scaling-up the organization as presented in Figure 2. As such, organizations can scale-up through focusing on financial sustainability. Looking back, financial sustainability does align with the chosen definition for scaling-up. Enhancing the level of financial sustainability is an “action taken by the organization whose sole purpose is to strengthen the organization internally or its communal position to serve the organization’s mission whether in the long or the short term.” It is necessary, however, to state that too much
focus on generating funds and revenues, prioritizing the diverse sources of revenues and engaging in commercial activities, may result in “their potential for mission drift” (Jones, 2007).
CHAPTER III

METHODOLOGY

The methods utilized for data collection in this research was qualitative. A qualitative study is an exploratory research that aims to collect data with either the direct or indirect involvement of the researcher. Data can be collected qualitatively through observation, interviews, reflections, documents, reports, etc ...

For this research, I have identified the Empowerment Through Integration NFP as a primary candidate. ETI is a not-for-profit organization that “committed to the development of an inclusive society by transforming the social stigma against disabilities across the globe and empowering blind youth to be the authors of their futures and change makers of their societies.” Headquartered in the U.S., ETI was recently established in Lebanon in 2011. As a new NFP, ETI-Lebanon aims to scale-up its activities while trying to maintain a good portfolio of financial sustainability. ETI-Lebanon receives most of its funding from ETI-U.S.

Researchers have identified a number of qualitative research methods. In this paper, primary data was collected via a six months participatory observation of the activities of Empowerment Through Integration NFP. From June 1st, 2017 until August 4th, 2017, I have taken part of ETI’s daily operations.

Under the supervision of the Development Director and the Chief Executive Officer (CEO), I attempted to enhance the plan for financial sustainability. The timing for this participatory observation was highly critical as the NFP’s main series of programs took place starting July 10th, 2017. To remain up-to-date, I attended weekly virtual meetings with both
the U.S. and Lebanon teams as well as joined meetings held between ETI-Lebanon’s co-
country directors and community managers with private institutions and not-for-profit
organizations such as The World Bank and the United Nations.

Four months after my insertion in the organization, I have conducted an interview and a
number of follow-up questions with ETI’s CEO to write the case while collecting internal
company reports and documents such as:

- ETI’s line item budget.
- Social impact variations per year.
- List of activities occurring per program.
- Strategic partners of ETI.

In addition, I collected secondary data such as:

- United Nations Development Program (UNDP) reports.
- National survey of blindness and low vision in Lebanon reports.
- Websites related to visual impairment within the Lebanese context such as Civic
  Freedom Monitor website.
- General information of the Lebanese context.
- NFPs actively operating for the visually impaired in Lebanon.
- Ministries and laws that directly influence NFPs operating in Lebanon.

Participatory observation method is often chosen to gain insights of the entity through
immersing oneself in a setting. Participatory observation was a fundamental source of data
to understanding the motivational level, sense of belonging, leadership, company documents
and meetings, and financial objectives to name a few, sources that highly contribute to financial sustainability.

The qualitative research, generally, is an approach with lots of insights to information not identified by the observed group. However, the qualitative research can be subject to personal knowledge and bias, especially after a time of immersing oneself into the observed entity.
CHAPTER IV

THE CASE OF EMPOWERMENT THROUGH INTEGRATION

“Whether you are blind or facing another struggle, discern that all struggles are blessings. Turn them around and honor the positives that can come out of them.”

-- Sara Minkara, (2017)

In order to tackle scaling-up a NFP while maintaining financial sustainability, I will consider the case of Empowerment Through Integration (ETI). ETI was committed to “the development of an inclusive society by transforming the social stigma against disabilities across the globe and empowering blind youth to be the authors of their futures.” ETI was founded by Sara Minkara, the CEO and one of the board members of the organization, in the U.S. In 2016, ETI-U.S. initiated the first branch in Lebanon.

The objectives of the case was to consider real-life application of how a NFP based in Lebanon could be able to achieve the below objectives:

• What are the actions that ETI should take to scale-up the organization and its activities?
• What actions should ETI execute to enhance its level of financial sustainability?
• Given that one objectives may vary the other, what should ETI focus on to achieve both objectives?

To do so, I started the case by discussing the social, political, and economic context in Lebanon. We went into details of the political regional events that influenced the international aids to NFPs operating in Lebanon in 2017. Afterwards, I stated the struggles
of the visually impaired in Lebanon and listed the major national interventions. Later, I provided a background of the organization, activities, and other stakeholders.

LEBANON

Established in 24 October 1945 after 25 years of French colonialism, The Republic of Lebanon is a sovereign state in the Middle East. A size of 10,452 km², Lebanon is the smallest country in the Asian mainland and is bordered by Syria in the North and East, Israel in the South, and the Mediterranean Sea in the West (see Appendix 2). With Arabic as the official language, Lebanon’s population in 2016 is estimated to be 6 million, ranking the 112th globally. A country of eight governorates and 26 districts, Lebanon’s nominal GDP-per capita in 2017 is $19,400².

Although witnessed a boom from the mid-1990s till 2000s, the economy of Lebanon witnessed a decline especially after the initiation of the Syrian war in 2011. According to an assessment by the Ministry of Social Affairs and the UNDP, 28.5% of the Lebanese population are estimated to be poor while 5% are considered to be extremely poor, not being able to meet their fundamental nutrient need³.

A meeting point of the African, Asian, and European continents, Lebanon is the most religiously diverse country in the Middle East. The CIA World Factbook estimates that Lebanon is 54% Muslims, 40.5% Christians, and 5.6% Druze with a very small number of Jews, Buddhists, Hindus and Mormons. Comprised of 18 religious groups who fought each

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other in a fierce civil war during the 1975-1990 period, the Lebanese population emerged into the 1990s with a sentiment of sectarian belonging. The later caused countless NFPs to replicate their programs and scale-up in a way that to provide suitable signal to the national community.

As a result of the 1948 Palestine war with Israel, known as The War of Independence by the Israeli and The Catastrophe by the Palestinians, major demographic changes took place. In 1948, around 700,000 Palestinians fled or were expelled from Palestine and became refugees. As of 2016, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) estimates that there are 450,000 registered Palestinian refugees in Lebanon. Although distributed along the Lebanese territories, the Palestinian refugees are concentrated in 12 refugees camps. The refusal of the Lebanese government to naturalize the Palestinian refugees resulted in their forbidden to work in over 70 jobs until 2005. This has resulted in 65% of Palestinian refugees living in poverty with an unemployment rate of 23.2%. The problem extends to Palestinian refugees who settled in Syria but fled the Syrian war with 90% of which live in poverty and 9% with extreme poverty with the inability to meet fundamental food requirements. Up till today, countless international and local organizations are aiding the Palestinian refugees and camps throughout the country. In 2013, the United Nations Relief and Works Agency for Palestinian Refugees in the Near East

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(UNRWA) allocated 675 million USD for the Palestinians’ support and agencies working with them.

In 2011, the Syrian civil war that started between the various Syrian forces and the Syrian government resulted in catastrophic demographic, socioeconomic and other human rights issues. Over 5 million Syrian fleeing the Syrian territories to over 45 countries, they became resembled as the Syrian refugees. By 2015, Lebanon hosted over a million Syrian refugee, boosting the population in Lebanon 25%. The highest number of refugees per capita worldwide, Syrian refugees spread among the Lebanese territories with no official registered camps.

Syrian refugees in Lebanon are faced with brutal life conditions, with the Lebanese law forbidding Syrians to work in the public and most types of jobs in the private sector. The UNHCR stated that around 70% of the Syrian refugees live below the poverty line with a daily individual income of $3.84. With around 90% of the refugees in debt, many Syrian families force their children to drop out of schools and push them into labor. The humanitarian need stimulated the international community to assist the Lebanese government and NFPs to relief the Syrian refugees. Up to 2017, the total European Commission funding that aided the Syrian refugees reached € 439 million while the U.S. funding reached more than 167 million USD. All of this caused a great burden on the Lebanese economy and

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diverted attention from development and social issues such as assistance to the visually impaired towards humanitarian and relief efforts.

THE VISUALLY IMPAIRED

In 2016, it was estimated that one billion individual globally lived with a form of disability. Depending on the severity of the condition, a disabled faced marginalization that had a sequel on access to education, employment, as well as other socioeconomic consequences.

Categorized into three groups, visual impairment can be moderate, severe, or absolute blindness. In 2014, the World Health Organization estimated the number of visually impaired to be 246 million with 39 million blind. In developing countries, the marginalization of the visually impaired resulted in 90% of them living at a relatively low-income.

In many developing countries such as Brazil and Turkey, citizens with visual impairment were becoming more and more empowered and engaged in the community. Many developing nations were appreciating the concept of inclusion, but rates of progress in Lebanon remained quite sedate. In fact, very little was known about the visually impaired in Lebanon making it difficult for NFPs to track and empower them. In 1997, a national survey of blindness and low vision in Lebanon was conducted by the American University of Beirut with 10,148 individuals. The survey estimated a 0.6% prevalence of blindness and 3.9% to low vision. In spite of the numbers, only a few hundred of the visually impaired attended one of the three specialized schools around the capital, parting them further from the community.

Due to the lack of empowerment, one of the most common jobs for the visually impaired in Lebanon was a telephone operator, even among those holding a university degree. According to the national survey of blindness and low vision in Lebanon, the two main causes of blindness were cataract (41.3%) and uncorrected large refractive error (12.6%), causes that could be slowed down or even reversed but required public education and funding.\(^9\) Despite the necessity for medical interventions, ETI perceived blindness as a continuously existing reality in the global community that should be embraced and appreciated just like any difference. A country with limited financial resources, Lebanon did not merely disregard the necessity of empowering those with disabilities but most importantly overlooked the entire concept of inclusion. According to Minkara:

“ETI’s main message was not to prevent blindness or even encourage accepting the visually impaired into mainstream society. Rather, ETI hoped that the public value all individuals, with all sorts of differences, such as those with visual impairment.”

**INTERVENTIONS**

In Lebanon, NFPs suffer from limited financial resources that discouraged talents employment and impact acceleration. Generally, NFPs that actively operated with the visually impaired were few (Appendix 3). Given the inadequate resources, the Lebanese government responsible for maintaining an empowering lifestyle for the visually impaired did not set their needs as a priority.

**Ministry of Social Affairs**

Years after political engagement and demands by the National Association for the Rights of Persons with Disabilities (NARPD), the Lebanese parliament approved in May 2000 the Law 220/2000. Aimed to enhance the living conditions for those with special needs, the law consisted of ten sections and stated the disabled rights for health, support services, rehabilitated environment, education, employment, and social benefits. Under the employment section, the article detailed that medium and large sized corporations should employ at least one person with a disability card, a card offered by The Rights and Access group of the Ministry of Social Affairs. Although the law should penalize enterprises that fail to meet this criterion, NARPD emphasized the need for law enforcement as most corporations overlooked to implement.

Due to insufficient funds, interventions by the ministry were minimal. In fact, the ministry failed to direct parents of the visually impaired to register their infants, educate the public about the potential of the visually impaired, or award supporting equipment. In particular, the impact of this insignificant involvement was accentuated in rural areas whose inhabitants received less education and employment opportunities. Up to 2017, the Lebanese infrastructure was not equipped to assist the visually impaired to navigate independently. For instance, local municipalities should have installed buzzers next to traffic lights, standardized buttons on elevators, and implemented accessible signage boards for the blind. All of this resulted in the disintegration of the visually impaired from the community. Moreover, many registered NFPs in Lebanon did not receive funding from the Ministry of Social Affairs. In June 2017, the Lebanese Institution for the Blind (LIB) posted on their website:
“Yet, despite all the efforts put behind the support of LIB, the financial campaigns were insufficient to cover the growing needs and expenses of the institution given that all the services the institution offers are free of charge. To be noted that LIB did not receive yet any support from the Lebanese government.”

Ministry of Education and Higher Education

The Ministry of Education and Higher Education (MEHE) was one of the most significant ministries in terms of size, budget and responsibilities. In 2010, the MEHE managed a total of 1,365 schools, 38,723 teachers, and 285,399 students, along with 105 technical institutions accommodating 12,502 teachers and 37,317 students. The MEHE also administered the Lebanese University with its more than 50 branches, enrolling 72,813 students and employing over 7,000 professors.

The ministry aimed to initiate an inclusion program for the disabled, including the visually impaired, into public schools. However, the programs required funding, the development of an evaluation department, and the expertise to train school staff members and instructors. Thirteen years after the declaration of Law 220/2000, the MEHE delivered the essential funds to transform only five schools, each in a governorate, to become accessible for the visually impaired. Until 2017, implementation and integration did not initiate in the schools.

12 Lakis, Sylvana, Nermine El-Sibai, and Eddie Thomas. Lebanon: Disability and Access to Information. Report. Edited by Dave Banisar and Barbora Bukovska. (2015,
Youth Association of the Blind

Youth Association of the Blind (YAB), a Lebanese NFP, was founded in October 1988. With a majority of visually impaired staff and board members, YAB worked to “establish an inclusive society by ensuring the inclusion of the visually impaired at all levels and refusing all forms of isolation and discrimination.”

Headquartered in Beirut, YAB established nationwide connections with governorates and visually impaired. YAB’s impact was nationally acknowledged as the NFP was honored multiple prizes and recognitions and was featured on local and regional TV shows, newspapers, and websites. Some of YAB’s objectives included integrating the visually impaired in family life, recreational activities, educational systems, and the labor market.

As part of its educational program, YAB integrated a number of visually impaired students in mainstream schools and recorded their textbooks. To diversify the sources of income, YAB hosted the National Talking Library, the first and only in Lebanon. Located in Beirut, the library provided recorded educational books and sources of information for a 10 USD annual subscription fee.

In 2008, YAB introduced, in partnership with MercyCorps and USAID, a rehabilitation program for the visually impaired. YAB also initiated the National Advocacy and Awareness Campaign through a number of workshops and seminars to the sighted as an approach to break the stigma. In addition, YAB founded The Blind Youth Club of Sports,

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which hosted chess, swimming, and soccer events and organized summer camps, radio shows, and trips to entertain the visually impaired.

**THE GERMINATION OF AN IDEA**

Sara Minkara was a Lebanese-American who lost her vision at the age of seven. Living in Boston, Minkara had the necessary family and communal support to empower her to reach her potentials, the aid she never sensed when visiting Lebanon. When pursuing her undergraduate studies from the Wellesley College, Minkara applied and received funding from the Clinton Foundation to initiate Camp Rafiqi. The camp engaged 39 Lebanese sighted and visually impaired students in a series of bonding activities and aimed to break the stereotype. Minkara acknowledged the positive impact and emphasized the need to develop such a connection. In 2011, Minkara founded ETI in the U.S. and operated the programs in two communities: Beirut, the capital, and Tripoli the second largest city of the country. The ETI-U.S. team began networking with academic institutions, other NFPs, and the public sector, but that was not enough. Minkara realized afterwards the complexity of operating a NFP, the difficulty of creating a systematic change, and the need to develop skills such as leadership and negotiation. As such, Minkara progressed to pursue her graduate studies at the Harvard University Kennedy School of Government while managing ETI.

During summer 2012, ETI-US conducted a two-month outreach assessment in Lebanon. Only in 2016 was when the ETI-Lebanon team recruited, and programs operated again in Tripoli. “We came across many sad and depressing stories”, Minkara claimed, “ranging from kids locked away in their homes to kids who never left their homes and parents abandoning their infants.”
Given her dedication and arduous work, Minkara became internationally recognized as an advocate in disability rights and was selected as a Forbes “30 Under 30” honoree. Minkara also received the Emily Balch Peace and Justice Award, and the David Peace Project Certification in 2011. Minkara was also featured on BBC Arabia and the Daily Star Newspaper as ETI’s mission tackled the dilemma of inclusion from a holistic perspective. According to Minkara, “All efforts in Lebanon addressed inclusion from one side placing an individual with disability in society, not realizing the need to break the stigma from the society’s side. Our programs brought everybody together, whether sighted or blind, to learn and teach one another.”

EMPOWERMENT THROUGH INTEGRATION

Empowerment Through Integration (ETI) was a 501(c)3 certified NFP founded by Minkara in Boston, MA. With a vision to “create a place that captures and builds on the value of inclusion of all regardless of disability,” ETI’s top value was inclusion on all levels regardless of ethnicities, social status, racial background, gender identity, or financial capabilities. Built on the ideology that every individual had something to contribute to society, Minkara believed that empowerment and inclusion were complementary, a reason why the organization was named as such. According to Minkara, “an individual cannot get integrated into the society without empowerment, and empowerment cannot be fully acquired when isolated from the community.”

Programs

Due to the intense marginalization, ETI inaugurated two different yet complementary programs to initiate systemic change on both the individual and communal levels: The Empowerment Programs and The Integration Programs.
Aiming to break the stigma from all ends in developing countries, The Empowerment Programs (TEP) engaged the visually impaired, their parents, and sighted volunteers in six consecutive programs (Appendix 5). In 2017, TEP chains operating in Beirut and Tripoli was expected to serve 2,800 individuals. The Volunteer Training program, the first of TEP, provided sighted high school and university students with the knowledge and skills to interact with the visually impaired. Following that, ETI initiated The Life Skills Program, an ongoing support program that introduced the blind and visually impaired with cooking, banking, technology, and other independent living skills. ETI observed that the program was integral to build confidence of the visually impaired and place the foundation for their independence.

Camp Rafiqi was a two-week camp that gathered the sighted and the visually impaired into a recreational camp setting. Camp Rafiqi, which translated to Camp of My Friend in Arabic, permitted the visually impaired to apply their newly acquired skills. Through integrating the sighted into activities of mutual interests with the visually impaired, both groups fostered a sense of shared learning, dialogue, stronger relationships, and inclusion.

Meanwhile, ETI provided parents of the visually impaired with a four-day workshop. The Parents Workshop targeted both parents of each visually impaired child. The workshop aimed to broaden the parents’ awareness about visual impairment, created a sense of sympathy with one another, and defined the social barriers that defied the empowerment of their children.

The Social Project Program combined the sighted and the visually impaired into a 3-6 month project that served the community. ETI introduced the concept of community service
through working with municipalities on civic projects. Through such an activity, all youth conceded that everyone could contribute to the community in their own distinctive way. When the community projects were finalized, ETI invited local government representatives, NFPs, sponsors, and program participants to disseminate the achievements. Through sharing ETI’s mission and achievements at The Community Celebration, ETI aimed to create a ripple effect of which stakeholders apply the mission to their daily lives.

The Integration Programs (TIP), ETI’s second series of programs, engaged representatives and employees from the private and public sectors in activities while blindfolded. Aimed to create sustainable revenue and promote the message of inclusion, TIP was composed of four programs each with a special fee. Designed particularly for the academic, corporate, government and the NFP sectors, the in-the-dark sessions intended to break the labels and assumptions of individuals when first perceived. Meeting an individual for the first time when blindfolded, participants were mandated to remove usual labels and attempt to truly understand the other. Similarly, allowing the society to label us discouraged many to unveil their true potentials. Not to be mistaken, ETI did appreciate diversity but requested participants to drop all labels except for embracing the fact that anyone could contribute beautifully to the global community. Differences made everybody unique, something that should be appreciated and not used to divide. During the sessions, conversations that separated societies such as racism, sexism, ageism, origin, and ableism were brought up thrusting the participants to consider and reflect on their pre-conceived assumptions. In 2017, ETI expected to launch 12 of TIP only in the U.S. and serve 1,500 individuals.
The first of TIP, Dining in the Dark, was an annual event that aimed to “shed their preconceived notions, challenging assumptions and changing attitudes about not only blindness and disability, but also superficial physical characteristics that all too often divide us”\(^{14}\). Through this activity, ETI aimed that attendees apply the new ideology into their workplace and spread the ideas within their societies. Networking in the Dark and Team Building in the Dark were modeled to assist employees within an organization to interact with one another without biases and stereotypes. The activity provided a deep understanding of the self, the other, and the stereotypically-free tactics. Finally, Orientation in the Dark was an entertaining activity that assisted employees to learn truly about their work place while blindfolded.

**Staffing**

Human capital was a major challenge as ETI sought hard-working, passionate, and skilled staff members. Furthermore, ETI relied heavily on unpaid volunteers. In 2016, ETI’s operation and finance directors (Appendix 4), as well as the 19 advisors, were volunteers.

Moreover, ETI identified a total of five Lebanese and four U.S. board of directors whose main tasks were strategy, governance, and fundraising. By 2017, ETI-Lebanon was formed of two co-country directors and two community managers. The co-country directors’ tasks included fundraising, managing the donations received from the US, and networking. The community managers, on the other hand, oversaw recruiting and training student volunteers, reached out to the visually impaired in the country, and arranged logistics.

**Funding**

In 2016, most of ETI-Lebanon’s operations were funded by ETI-U.S fundraising campaigns. The latter was problematic, as ETI-Lebanon’s budget was expected to exceed half a million USD (Appendix 6). ETI-Lebanon had two main challenges when raising local funds. First, The Lebanese Ministry of Finance did not deduct individual and corporate taxes when donated to NFPs. However, corporations had incentives to contribute to diminish their net profits to levels of which the percentage on the taxable income changes. NFPs in Lebanon were also prohibited to invest their donations in commercial activities as means to sustain their programs, even if the generated profit was to be fully reinvested in the social cause. The challenges limited ETI-Lebanon’s aspiration to achieve a minimum of 50% financial sustainability by 2020.

In 2016, the board of directors of ETI-Lebanon and the co-country directors instigated a plan to raise funds locally and lessen their dependence on the financial aid by ETI-US. ETI-Lebanon scheduled meetings with large local foundations such as the Mikati Foudation and Safadi Foundation for donations. On the other hand, ETI-Lebanon thought that it would be a good strategy to look for financing through the Corporate Social Responsibility (CSR) of corporations. Over the past decade, CSR gained a lot of ground in Lebanon and organizations were keener to give back in a systematic and thoughtful manner. Lebanese businesses were moving from a charity model towards a more integrative one in terms of CSR. This was exactly what ETI-Lebanon was targeting, as they wanted engagement from potential partners that go beyond financial one to other types of partnerships such as hosting events, assisting in transportation, and offering other services as well as integration of their beneficiaries.
“In Lebanon,” Minkara explained, “fundraising is like a charity, and that perpetuates the stigma around disability, so we need to fundraise sustainably in terms of our mission.”

**Strategic Partnerships**

As part of its value of inclusion, ETI-Lebanon felt the need to target Syrian and Palestinian refugees in the country. To do that, ETI collaborated with the United Nations Children’s Fund (UNICEF) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). In fact, ETI-Lebanon established a number of strategic local, regional and international partnerships each delivering a distinctive benefit (Appendix 7). Student clubs and societies in academic institutions enabled ETI to spread its message to the younger generations, recruit volunteers, and host programs on campus. Furthermore, the NFP extended its cooperation to the public sector, specifically municipalities, through engaging the sighted and visually impaired on assignments for the Social Project Programs. Local and international NFPs, such as Teach For Lebanon and Ruwwad Al-Tanmiya, provided experiential on-ground recommendations when needed and recruited volunteers for ETI.

**THE WAY FORWARD**

The future sounded tempting for Minkara, motivating her to list the opportunities for scaling-up the NFP’s impact and prepare a portfolio towards financial sustainability. Subsequently, Minkara would be able to stipulate the upcoming decision for ETI-Lebanon, the optimal path to scale-up while sustaining the organization financially. As for each of the imminent years, ETI intended to double its expected 2017 social impact (Appendix 8). Minkara hoped that ETI-Lebanon would be able to directly affect 30,000 individuals by 2020.
After satisfying operational and financial independency, ETI-Lebanon could become a regional hub where it could initiate replicating the structure throughout the MENA region. Surely, this meant that Lebanon, just like any forthcoming Hub, would have to form two working entities. The first would operate locally while the other would ascertain the social need in the region, recruit teams, and evaluate the progress. When sustainability was reached, ETI-US would shift the attention to a new hub at a new geographic location such as Eastern Europe, sub-Saharan Africa, or Latin America. In fact, ETI-U.S. anticipated the establishment of a new hub by 2020. ETI-U.S. would continue to place the strategy, vision, and tone while constantly monitoring and evaluating programs.

“ETI Lebanon will continuously share experiences and struggles with the other hubs,” Minkara claimed, “because there are always lessons to be learned.”
Many NFPs attempt to scale-up but suffer from sustaining their level of finance. The fight for scaling-up worsens for NFPs operating in developing countries as further restrictions are imposed on their financing activities. To guide NFPs attempting to focus on both objectives in developing countries, this project considers the case of Empowerment Through Integration NFP.

Generally, NFPs are in constant desire to scale-up and can do that via a number of paths. However, scaling-up one path may definitely influence another. On the other hand, scaling-up may vary the levels of the financial sustainability of the organization. Therefore, the project presents a framework that justifies that financial sustainability is a form of scaling-up.

The teaching case includes a general idea about the Lebanese context, the local limitations of which Lebanese NFPs struggle in, and a general idea of ETI, its on-going operations, and future objectives. Based on the context, the case presents detailed examples of the techniques of which ETI can scale-up and achieve financial sustainability. Given the framework, ETI could focus on Francois’ three factors to achieve financial sustainability.

Given the potential for mission-drift, questions raise to the level of focus on financial sustainability when scaling-up. And to what extend would financial sustainability contribute to reaching out to the beneficiaries needed in the short-term? And is the focus on financial sustainability in a NFP a call towards transforming it into a social enterprise?
APPENDIX I


<table>
<thead>
<tr>
<th>Factors for Financial Sustainability</th>
<th>Categories</th>
<th>Relation with Organizational Scaling-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Collateral Factors</strong></td>
<td></td>
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</tr>
<tr>
<td>Governance</td>
<td>Skills development (Management Skills: “manage large organizations”)</td>
<td></td>
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<tr>
<td>Leadership</td>
<td>Skills development (Management Skills: “overcoming dependency on one leader”)</td>
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<tr>
<td>Strategic Planning</td>
<td>Institutional variety “This can make the self-help process more resilient to external threats and more capable of responding to new challenges”</td>
<td></td>
</tr>
<tr>
<td>Human Resources and Job Satisfaction</td>
<td>Skills development (Management Skills: “They have to adopt policies of hiring, training, motivating, paying and promoting personnel”)</td>
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<tr>
<td>Needs Assessment</td>
<td>Organizational Learning: “deal with more people and their varied needs”</td>
<td></td>
</tr>
<tr>
<td>Asset Mapping</td>
<td>Institutional variety “enterprises.5 Externally, they build operational links with a large variety of other actors, including local, regional, and national governments; other NGOs of various types; training and research institutions; private enterprises; and banks”</td>
<td></td>
</tr>
<tr>
<td>Community Relations</td>
<td>Skills development (Technical Skills: “deal with more people and their varied needs…”</td>
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<tr>
<td>Service Delivery</td>
<td>Organizational learning: “feeding the lessons learned into quality”</td>
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<tr>
<td>Technology</td>
<td>Skills development (Technical Skills: “employ technically competent people”)</td>
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<tr>
<td>Program Evaluation</td>
<td>Organizational Learning: “this involves procedures of monitoring and evaluation”</td>
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<tr>
<td>Social Marketing</td>
<td>Skills development (Technical Skills: “quality documentation and archival systems…”</td>
<td></td>
</tr>
<tr>
<td>Organizational Transformation</td>
<td>Skills development (Management Skills: “Innovative management”)</td>
<td></td>
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<tr>
<td><strong>The Inherent Factors</strong></td>
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<tr>
<td>Financial Management</td>
<td>Skills development (Management Skills: “managing and controlling budgets”)</td>
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<td>Budget</td>
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<tr>
<td>Financial Statement Analysis</td>
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<tr>
<td>Financial Sustainability Plan</td>
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<tr>
<td>Risk Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Enterprise</td>
<td>“Increase their degree of self-financing”</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Fundraising</th>
<th>“Diversify and stabilize funding sources”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Seeking</td>
<td></td>
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<tr>
<td>Investment</td>
<td></td>
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<tr>
<td><strong>The Environmental Factors</strong></td>
<td></td>
</tr>
<tr>
<td>Political, Economic and Social Environments</td>
<td>“Maintain participation and accountability … These tendencies are quite necessary and unavoidable.”</td>
</tr>
</tbody>
</table>
APPENDIX II

Map of Lebanon
### APPENDIX III

Leading Lebanese NFP’S For The Visually Impaired (2004)

<table>
<thead>
<tr>
<th><strong>Organization Name</strong></th>
<th><strong>Mission Statement</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Al-Hadi Institution for Deaf &amp; Blind Children</td>
<td>“Developing the capabilities of the disabled through education and rehabilitation in a dignified and respectful environment that enables the disabled to sense his humanity and potentials.”[15]</td>
</tr>
<tr>
<td>Lebanese Institution for the Blind</td>
<td>“Taking care of the blind medically, psychologically, socially and economically and providing them with a scientific, cultural and professional education.”[16]</td>
</tr>
<tr>
<td>Lebanese Society for Blind and Deaf</td>
<td>“Help students reach their full potentials, maximum autonomy, and best social and economic inclusion in their societies.”[17]</td>
</tr>
<tr>
<td>Lebanese Universities League for the Blind</td>
<td>Unspecified</td>
</tr>
<tr>
<td>South Lebanese Society for the Blind</td>
<td>Unspecified</td>
</tr>
<tr>
<td>Youth Association of the Blind</td>
<td>“Establish an inclusive society by ensuring the inclusion of the visually impaired at all levels and refusing all forms of isolation and discrimination.”[18]</td>
</tr>
</tbody>
</table>

APPENDIX IV

Hierarchy of ETI-U.S.
## APPENDIX V

ETI’S Empowerment Programs (2016)

<table>
<thead>
<tr>
<th>Program</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Training Program</td>
<td>Guidance</td>
<td>- Workshops on facilitating inclusion.</td>
</tr>
<tr>
<td>Life Skills Program</td>
<td>Mobilization and Orientation</td>
<td>- Body language</td>
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<td></td>
<td></td>
<td>- White canes</td>
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<tr>
<td></td>
<td>Independent Life Skills</td>
<td>- Cooking</td>
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<tr>
<td></td>
<td></td>
<td>- Organizational skills</td>
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<tr>
<td></td>
<td></td>
<td>- Clothing tips</td>
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<td></td>
<td></td>
<td>- Shopping</td>
</tr>
<tr>
<td>Technology</td>
<td></td>
<td>- Technology usage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Banking and money management</td>
</tr>
<tr>
<td>Camp Rafiqi</td>
<td>Arts</td>
<td>- Foil draw</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Patterns</td>
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<tr>
<td></td>
<td></td>
<td>- Spice paintings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Open studio process</td>
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<tr>
<td></td>
<td></td>
<td>- Blind portraits</td>
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<tr>
<td></td>
<td></td>
<td>- Rainmaker</td>
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<tr>
<td></td>
<td>Blind Soccer</td>
<td>- Teaching orientation and passing</td>
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<tr>
<td></td>
<td></td>
<td>- Moving with the ball</td>
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<tr>
<td></td>
<td></td>
<td>- Shooting</td>
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<tr>
<td></td>
<td></td>
<td>- Picking a corner</td>
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<tr>
<td></td>
<td></td>
<td>- World cup championship tournament</td>
</tr>
<tr>
<td></td>
<td>Theatre</td>
<td>- Create body and facial exercises for self-expression</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Practice small plays</td>
</tr>
<tr>
<td></td>
<td>Identity Discovery</td>
<td>- Self-awareness storytelling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Defining who we are</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- How others define us</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Where do we fit in the community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- What can we contribute to society</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Finding the tree roots</td>
</tr>
<tr>
<td>Social Project Program</td>
<td>Environmental</td>
<td>- Tree planting with S.A.B.I.S.</td>
</tr>
<tr>
<td>Parents Workshop</td>
<td>Workshop</td>
<td>- Understanding the eye and the diseases</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Group sharing of struggles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Blind and visual impairment simulation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- One-on-one discussions</td>
</tr>
<tr>
<td>Community Celebration</td>
<td>Festival</td>
<td>- Celebration of end of the one-year long cycle.</td>
</tr>
</tbody>
</table>

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APPENDIX VI

ETI’s Estimated Line Item Budget – 2017 (in U.S.D.)

<table>
<thead>
<tr>
<th>PERSONAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Country Directors (2)</td>
<td>$ 45,000</td>
</tr>
<tr>
<td>Managers (2)</td>
<td>$ 36,000</td>
</tr>
<tr>
<td>Coordinators</td>
<td>$ 72,000</td>
</tr>
<tr>
<td>Directors</td>
<td>$ 21,000</td>
</tr>
<tr>
<td>Assistants</td>
<td>$ 12,000</td>
</tr>
<tr>
<td>ETI-US Empowerment Program Director</td>
<td>$ 75,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUPPLIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>White Canes</td>
<td>$ 6,000</td>
</tr>
<tr>
<td>Blindfolds</td>
<td>$ 900</td>
</tr>
<tr>
<td>Dance Mats</td>
<td>$ 1,200</td>
</tr>
<tr>
<td>Activity Kits</td>
<td>$ 3,680</td>
</tr>
<tr>
<td>Other Supplies</td>
<td>$ 3,800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RENTAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Skill Program</td>
<td>$ 3,000</td>
</tr>
<tr>
<td>Camp Rafiqi</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>Parent Seminar</td>
<td>$ 3,000</td>
</tr>
<tr>
<td>Capacity Building Workshop</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>University Club Workshops</td>
<td>$ 1,600</td>
</tr>
<tr>
<td>Community Celebration</td>
<td>$ 5,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER DIRECT COST</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals and Refreshments</td>
<td>$ 58,500</td>
</tr>
<tr>
<td>Marketing and Advertising</td>
<td>$ 8,230</td>
</tr>
<tr>
<td>Certificates and Workshop Materials</td>
<td>$ 20,250</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$ 24,000</td>
</tr>
<tr>
<td>International Traveling</td>
<td>$ 21,000</td>
</tr>
<tr>
<td>Support Groups</td>
<td>$ 10,000</td>
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<tr>
<td>Travel and Transportation</td>
<td>$ 64,400</td>
</tr>
</tbody>
</table>

**TOTAL DIRECT COST** $ 502,560
# APPENDIX VII

ETI’s Strategic Partnerships List (2016)

<table>
<thead>
<tr>
<th>Local and Regional</th>
<th>Academic Institutions</th>
<th>Government Entities</th>
<th>Not-for-profit Organizations</th>
<th>International</th>
</tr>
</thead>
</table>
|                    | • American University of Beirut  
                    | • University of Balamand  
                    | • Jinan University  
                    | • Lebanese American University  
                    | • Sabis School  | • Beirut Municipality  
                    | • Tripoli Municipality  | • Youth Association of the Blind  
                    | • Ruwwad Al Tanmiya  
                    | • Utopia  | • Safadi Foundation  
                    | • Al Montada  
                    | • Environmental Scout of Tripoli  | • United Arab Emirates Embassy, Washington, DC  
                    | • CCIA Tripoli  | • UNESCO  | • UNICEF  |
|                    |                      |                      |                               |               |
|                    |                      |                      |                               |               |

# APPENDIX VIII

ETI’s Direct Social Impact (Expected 2017)

<table>
<thead>
<tr>
<th>Program Category</th>
<th>Participant</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Empowerment Program (per community)</td>
<td>Sighted</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>Visually Impaired / Blind</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Parent</td>
<td>100</td>
</tr>
<tr>
<td>The Integration Program (total)</td>
<td>Attendees</td>
<td>1,500</td>
</tr>
</tbody>
</table>
BIBLIOGRAPHY


Coburn, C. E. (2003). Rethinking scale: Moving beyond numbers to deep and lasting change. Educational Researcher, 32(6), 3-12. 10.3102/0013189X032006003


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