

Impact of funding difficulties on the Sustainability of Lebanese Non-Governmental Organizations

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Abstract:

Sustainable development is the ultimate goal of every NGO¹. In other words, sustainable development is the common foundation and long-term goal of all organizations, allowing them to broaden the scope of their activities to collaborate with other institutions and move from the national level, to regional and international levels. The concepts developed anchor these operations in the historical process and guarantee future continuity. Therefore, monthly and annual work plans are essential elements for a progressive and sustainable path².

The internal governance of NGOs has a fault relationship with the term development. The form of an association is linked to its objectives, methods and content³. The latter is defined as the working method of NGOs, their internal governance and the objectives they wish to achieve. The purpose of the ONGS is not itself, but the delivery of the services provided at the company level⁴.

Currently, development activities represent a series of theoretical and practical frameworks that enable NGOs to develop, coordinate and share activities at all levels (national and international), while responding to the needs of society.

Lebanese NGOs have a positive impact on sustainable development. Their role is to promote democratic participation, to strengthen the power of civil society, to protect rights and freedoms and good governance, both within non-governmental organizations and throughout society. However, some NGOs suffer significant difficulties in their internal governance, the lack of mechanisms, the rotation of powers and the most important is the difficulty of funding⁵.

Key Word: NGO, Development, Sustainability, Funding, Association, Financing, External fund, Management, Government, Society, Sustainable development, Lebanon.

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I. Introduction

In industrialized countries, the private sector plays a key role in the development process and is the most important means of ensuring balanced sectoral growth in the economy. These countries have succeeded in introducing and developing evaluation mechanisms and strategies to maintain the performance of NGOs⁶.

Therefore, some NGOs play a role in unorganized diplomacy and mediation. In Lebanon, NGOs have played an important role in helping the local population through their support to local actors⁷.

The mid-1980s The World Bank notes that NGOs are institutions closer to the poor, less expensive, less debauched and more efficient than traditional government channels⁸.

The NGO is an association which has set itself the objective of promoting the conditions of access of social groups to the development mechanism. Non-governmental organizations are entirely private entities that carry out development activities in a limited area under an agreement with the government and/or international organizations⁴.

The problem that worries, remains the sustainability of these NGOs, which have become key elements of local development. Indeed, most NGOs initially came from outside or their promoters. The number of NGOs has increased rapidly with few resources. Intervene in a wide variety of sectors, both voluntarily and at the request of international associations. All NGOs have the same main objective: to promote the development of the places where they are located⁹.

In this context, this research is directed to understand the problems of local NGOs in terms of funding and sustainability.

- What are the opportunities available to Lebanese NGOs in the context of sustainable development?
- What are their means and methods of financing?
- How Lebanese NGOs will continue their services if the external funding stops.

In addition, the following 5 hypotheses can be cited:

- H1: Local NGO management ideas affect the sustainability of Lebanese NGOs.
- H2: Lebanese NGOs are mainly supported by foreigners.
- H3: The sustainability of Lebanese NGOs is affected by their activities.
- H4: Membership in a national or international network helps Lebanese NGOs to have more funds.
- H5: The old management mentality of Lebanese NGOs negatively affects fundraising.

II. Literature Review

Non-governmental organization or NGO, a term used to refer to organizations that do not report directly or structurally to a government. The United Nations Economic and Social Council defines: Any organization whose constitution does not result from an intergovernmental agreement, including organizations which accept members appointed by the authorities, shall be considered as a non-governmental organization, as long as these members do not interfere with the organizations' freedom of expression¹⁰.

The first Lebanese association law was enacted in 1909 under the Ottoman Empire and foresaw the emergence of a large number of family and local associations¹¹.

As mentioned above, (NGOs) are non-profit public humanitarian associations whose activities are not structurally linked to government. The Economic and Social Bureau of the United Nations therefore believes that the creation of such an organization cannot be an act of government. Although the intention of its members includes candidates to the government, the government will not interfere with the organization's freedom of choice. For at least two decades, organizations using this definition have grown exponentially. As a result, the number of NGOs has increased by almost five times over the past decade¹¹.

Each year, an average of 250 new NGOs is counted in the Lebanese Official Journal. Legally speaking, Article 13 of the Lebanese Constitution of 1926 provides for freedom of association¹².

In addition, the socio-economic development associations are moving away from the community system and claim to be apolitical; among them are the Secours Populaire Libanais, the Lebanese Social Movement and Amel. In addition, some more recent NGOs and associations illustrate the evolution of mentalities and the success of new topics related to human rights and the promotion of citizenship. Among the most influential are the Lebanese Association of Human Rights, the Human Rights and Humanitarian Law Foundation, organizations for the promotion of ecology such as el-Minbar el-Akhdar, for the defense of women's rights such as Lecorvaw.

The different NGOs and their areas of intervention

The diversity in the field of intervention of NGOs of international solidarity reflects several elements. They represent the "core business" of NGOs, that is to say the types of actions they undertake. We distinguish: Development and basic services: meeting the basic needs of the population in situations of instability by seeking sustainable solutions;

- Development Education: Inform and raise public awareness of development issues;
- Funding: Mobilize resources for emergency or development operations
- Humanitarian and emergency aid: Providing assistance to victims of conflict or natural disasters;
- Advocacy: Advocate for careers and opinions in development;
- Strengthen civil society: Support the establishment of actors (NGOs, associations, unions, etc.);
- Political surveillance: Monitor the position of state actors on development issues.

NGOs develop their actions in different dimensions according to their strategies or means of action¹³.

The role of civil society

To achieve good development at the level of society, it is necessary to make a tripartite partnership, that is to say, the collaboration of the private sector with the state and civil society. Everyone must have a clear understanding of this partnership and determine their overall vision of development. They must also know their role.

The role of the 3 elements of this collaboration:

- Government / State: When establishing a country's overall development framework, no national institution can replace it. The role of the State is not only to prescribe laws, but also to draw up a plan for development.
- The private sector: Its fundamental responsibility is to encourage the economic development of the country and investment to create productive jobs, especially for young people. This sector has not yet fully participated in the overall development process and has not properly assumed its responsibilities to society. However, the private sector has played an important role in Lebanon, particularly in social services such as medicine, education, media, culture and entertainment.

- Civil society: delivering social assistance to the most disadvantaged groups, formulating development policies, contributing to activities at national and international levels. In addition to various forms of field work, his work also includes direct intervention, such as advocacy, awareness-raising and the formation of halls and lobby groups.

Civil society should reach a consensus on the fundamental rights of citizens, such as the right to enjoy a free and glorious life; the right to work in exchange for an income that guarantees the standard of living; the right to equality between individuals and society in law and practice; and the right to know and receive an education. Rights and rights of participation. By adding a series of other rights indicated in the regulations and laws. Civil society intervention has a primary purpose that allows citizens to benefit from their civil rights¹⁴.

NGOs and Lebanese law

Organizations play a fundamental and direct role in influencing personal interests and public affairs and promoting their targeted participation. For example, the Organizations disseminate and promote the principles of democracy, and support the participation of all citizens in all areas¹⁵.

Organizations are key partners in all development processes and at all levels:

- At the international level, they discuss, contradict and present the content of international agreements.
- At the national level, advocacy groups advocate for policies and laws that facilitate the development of society.
- At the local level, they respond quickly to the different local needs of citizens.

The NGO Legal Framework

The law of the Associations created on August 3, 1909 is composed of 2 sections.

Key legislation governing the work of Associations in Lebanon:

- Article 13 of the Lebanese Constitution.
- The 1909 Law of Associations.
- The 1911 Law of Public Assemblies.
- Public Utility Organizations, Legislative Decree No.87 of 30/6/1977.
- Foreign Associations, Decision No.369 LR of 1939.
- Section II of the Penal Code.
- The International Covenant on Civil and Political Rights.
- Documents required annually from associations.
- Decision of the Council of State (Shoura) No.135/2003

Classification of NGOs

The 1909 Law sets the general framework governing the work of all associations. However, some specific laws and decrees issued in past decades have defined specific conditions concerning the work of some associations and their objectives, mainly in terms of legal matters. In fact, political parties now need a prior approval permit; syndicates and cooperatives have their own laws; foreign associations are governed by a specific decree; and public utility organizations have their own legislation, etc. Below are some examples.

- Foreign associations
- Associations with a mentorship authority
- Syndicates, cooperatives and mutual benefit associations
- Trade unions
- Religious associations

The work of an association undergoes three kinds of controls:

- Internal control conducted periodically and when needed, by the administrative board to control its own work, and by the general assembly to monitor the work of the administrative board.
- Administrative control conducted by the relevant authority.
- Judicial control conducted by the courts in particular circumstances.

Sustainable development

A sustainable NGO is an NGO that can continue to fulfill its mission over time and, in doing so, meet the needs of its key stakeholders - particularly its beneficiaries and supporters. Thus, sustainability must be seen as an ongoing process, rather than an end in itself. It is a process that involves the interaction of different strategic, organizational, financial and social elements¹⁶.

There are very different views on longevity and what it means in practice. Any sustainability analysis must recognize the diversity of these perspectives, but also how they complement each other and should not be

seen as loneliness. For some, sustainability is a question of financial sustainability or long-term economic growth. For others, it is about environmental sustainability and addressing issues related to climate change, population growth and resource imbalance. For others, it may refer to the sustainability of the program or “intervention”, focusing on maintaining the quality of a particular service or program after the end of a targeted intervention. Emphasis is placed on the sustainability of society and the role of society in ensuring fairness and access to justice. Efforts to assess social sustainability are complex. This is reflected in the methodology used by the NGO Sustainability Index, which is based on a set of indicators to assess the strength and sustainability of civil society in different countries. The index is based on seven dimensions¹⁷.

- Organizational Capacity
- The legal environment;
- Financial sustainability;
- Provision of services;
- Public image and reputation.
- Representational capacity;
- Infrastructure

The difficulty of trying to collect and measure this combination of criteria highlights the complexity and methodological challenges of preparing and implementing comprehensive social sustainability measures. In addition to the established concern for economic, environmental and social sustainability, there is a growing recognition of the importance of organizational sustainability in achieving strategic objectives. New methodologies are being developed for the organizational characteristics of effective and sustainable NGOs. In general, they are based on an assessment of basic characteristics such as leadership and management skills, the ability to provide specific services (health, education, etc.) or the ability to pay salaries and cover fixed costs. But increasingly, they also include an analysis of the capacity of NGOs to anticipate and manage change; adapting to changes in the external environment and the impact of these changes on their revenues as well as on older systems and processes. Sustainable NGOs are those that are able to respond strategically and effectively to these external changes. They review their mission and objectives accordingly, access new revenue streams, and adapt their systems and processes to overcome new barriers. It is useful to reflect on the sustainability criteria of the NGO initially developed by Ashoka and has been refined over time. This suggests that an NGO’s ability to manage change and remain sustainable has a positive public profile, network and reputation for attracting resources. Second, appropriate organizational systems and processes must be in place to attract resources and maintain a relationship with the donor or contributors. Third, the internal capacity and willingness to learn and grow. Practice and experience show us that the sustainability of NGOs is not just about funding fundraising or making smart donation proposals, but also about making sure that sufficient investments have been made. In support of this approach, MANGO, a specialized NGO that provides accounting and financial advice to the entire sector, argues that NGOs need to invest in relationship building, risk management and basic good financial practices¹⁸.

MANGO’s analysis¹ of the characteristics of financially sustainable NGOs suggests that, apart from being able to raise money from a variety of sources, they actively invest in developing and maintaining strong personal relationships with their key stakeholders particularly their donors, supporters, volunteers, staff and beneficiaries. They also have sufficient internal capacity to assess and manage the risks associated with funding and financial resources on a regular basis and in a way that both board members and managers can understand and engage with. Sustainable INGOs also have built sufficient financial reserves, as well as strategically manage and finance all organizational costs and overheads.

What is notable about both the Ashoka and MANGO’s analysis of the characteristics of organizational sustainability is that it is not just about an NGO’s ability to raise or manage funds, but also about its ability to build on its reputation and to develop and maintain strong external relationships¹⁹.

Sustainability

The concept of sustainability is borrowed from Latin (perennials): that is, it is continuous and can last for a year or entire years. Sustainability is a means of measuring the methods, techniques, organizations and mechanisms that have led to a positive impact on the activities carried out by actors that may or may not involve government, which ensures the interests of the beneficiaries and repeatability the results after the stop.

From the point of view of changes after the implementation of the project, the concept of sustainability is: working arrangements and task assignments, structural arrangements and labor relations. Finally, they believe that each of the project partners (trainees, section or component heads, supervisor, facilitator or any

other stakeholder involved in the process) will play an active role in disseminating the results and integrating them into sustainability.

A program rich in technical and organizational news and their on-site application to propose solutions to management problems. In addition to new management practices and techniques, they also cover new behaviors borrowed from the spiritual initiative, solidarity of common interest and sharing for the sustainability of resources within NGOs²⁰.

Funding for NGOs

Financial managers need to understand what NGOs are doing to help employees make the most of their funds. For example, there are significant differences between the work of NGOs and commercial work.

The task of NGOs is to participate in complex social situations and respond to the changing needs of people. We believe that the NGO financial management system must operate in accordance with the rules, placing beneficiaries and staff on the ground at the heart of the NGO system. Because of a number of practical problems, it is not easy. However, if this is not the case, it may encourage employees to focus more on the bureaucracy rather than the recipients they are trying to help²¹.

Source of funding for Lebanese NGOs

Consequently, dozens of projects are funded by grants from foreign organizations, some of them are government agencies such as the Kuwait Fund, others are regional such as the European Union, UN agents: UNICEF, UNDP, UNFPA, UNHCR

The total amount of foreign funding that Lebanon received during this period (1992 to 2015) increased from \$9.663.83 million in 2009 to \$10.498 million US in 2015, based on the 2015 exchange rate. It consists of a loan (70%), and a grant of (30%)²²

Nearly 24 foreign sources of funding contributed to the reconstruction plan. This is why it mainly manages international funds through the Commission for Development and Reconstruction (CDR). Of the \$7.12 billion in contracts signed by the CDR since 1992, 79% were financed by international aid. However, only 13 sources of foreign funding contributed to more than 90% of foreign funds²².

As regards the sectoral distribution of this fund, the situation is as follows²²:

Sectors	Percentage
Socio-economic	25%
Core Services	21%
Core Infrastructure	35%
Productive sectors	19%

Planning for sustainable NGO's funding

A sustainable NGO is an organization that plans ahead. First of all, before setting up an NGO it is necessary to build a strong argument for the reasons why such an organization is needed. In fact, the future of an NGO highly depends on its capacity to address real problems of a community as well as to collaborate with other actors and agencies working within the area, which may strengthen your organization's impact. Accordingly, the first rule for sustainability is to have a clear vision, which is consistent with existing needs. As such it is important to complete background research and to develop a long-term plan capable of tackling problems and offering concrete solutions. By proposing ideas to tackle existent socio-political and economic problems will also enhance the potential to get funded by relevant agencies working in the same field of action.

Secondly, to guarantee the sustainability of an NGO, it is crucial to develop a strong financial plan; without resources, no projects can be developed. Extensive research are needed to define the ways to finance activities in the long term. It is also needed to understand who are the potential donors, what are their financial priorities and strategies, and how to successfully become one of their partners. Whereas it is important to draft a strategic plan with a list of all the donors at the beginning of the activities, it is also important to keep this information filed and systematically updated in order to explore all the existing possibilities to apply for funding.

Thirdly, it is important to develop a long-term plan that is able to manage the NGO staff in a way that maximizes each individual's potential and meets their own expectations by supporting their professional development. It is crucial to establish collaboration and good communication among members of staff in order to strengthen their sense of belonging and thus their commitment to shared causes. Additionally, an NGO should

develop strategies that are able to gather new staff members on occasional and voluntary bases. Salaries are to be kept at a minimum as this could affect the capacity to hire new members when needed (for instance on a project-to-project basis). In case of developing a volunteering scheme, we will be able to count on the workforce of additional staff members when required.

Fourthly, the sustainability plan must be realistic. It is good to cultivate ambitious plans, but it is essential to establish a realistic agenda when it comes to proposing a project. Each project should be doable, which means that it should be able to engage with a specific problem and able to work towards its resolution in a set time frame and within the financial limits of each budget. When proposing a new project, it is important to stress the ways in which it contributes to the fulfilment of more ambitious goals in the long-term.

Fifthly, while designing a new project thinking about what could happen after its implementation and imagining how its main outputs could become starting points for new projects is important. Also it is necessary to consider how to collaborate on specific projects with new partners, which could present ways to establish new networks that are able to fundraise and strengthening each member's financial capacity.²³

Developing a financial plan outlines the various options available for expanding the resource stream. Undertaking proper research to understand about the various options that can be used to maintain a steady flow of funds is needed. Also, this will help to understand the potential donors and their priority areas. Some of the options that can be used are:

- Sale of product: Some of the products that the organization produces can be sold in the market. This may not be a huge amount but will help to sustain the activity.
- Diversifying donors: Looking at various options through which we can get some funding, this includes from corporate houses, local institutions, individuals etc.
- Service Fee: Once the funding comes to an end we can start charging a nominal fee from the target beneficiaries for the maintenance and functioning of the project.
- Membership fees: charging annual fee from all members; this may be a small amount but can help in continuing some of the project activities.
- Online Fundraising: Online fundraising can help reaching a wide audience and individuals who like a project can fund it.
- In Kind donations: In-kind support can also help in sustaining some of project activities.

Ways to achieve Institutional and Organizational Sustainability

- Exploring new opportunities: Keeping a flexible approach while looking for new opportunities.
- Developing new partnerships: These partnerships will make the NGO stable and will also help in taking the mission ahead.
- Boosting existing relations: Along with investing time and energy on developing new partnerships it is equally important managing existing relations with donors, stakeholders and beneficiaries in a proper way.
- Communication and Outreach: Having a strong communication strategy that can help in showcasing the project results to a large audience. A monthly communication plan can be used for updating a webpage, social media profile, sending donor mails etc.
- Volunteer engagement: one of the strategies that many NGOs use to sustain their projects is through engaging volunteers for performing some activities without spending money.²⁴

III. Research Methodology

There are two types of approaches, the first of which is inductive: "It is a matter of addressing the topic of interest concretely and letting the facts suggest important variables, laws and possibly unifying theories." An inductive approach is a method based on the consecutive observation of events of the same nature, it aims that each deduction of the data assumptions must be verified or tested by looking for similar situations and comparing the cases²⁵.

The second approach is deductive: "It is, first, a method by which the researcher asserts a more or less exclusive hypothesis, and then logically concludes the substantial significance of the data collection and the test of the value of the hypothesis." When we talk about a deductive approach, then it's a method of formulating assumptions based on relationships between certain elements or parameters and then having them verified based on empirical tests. In fact, the practical part of the project is a systematic continuation of the theoretical part, in which the theoretical part constitutes a review of the literature; empirical research is required to solve the problems raised. A method must be used to collect the data, and finally process and interpret the results obtained. This so-called methodological approach²⁵.

Population and sample

A research methodology involves data collection paradigms and tools. It includes three information gathering tools, including quantitative methods, qualitative methods and mixed methods. The first method can describe the characteristics of people with specific ideas or behaviors. It includes determining the factors to be analyzed, the variables to be measured, and the resources that can be used to collect information.

This requires a reasonable selection of samples to be studied. It aims to focus on Relationships between variables to test hypotheses and clarify theories. The information collected by this method is based on the expressions of the questionnaire to finally develop quantitative data related to a clearly defined population (survey scope). A full survey of this population will not be conducted, but only a representative subset (sample) will be studied. The theory of the survey ensures the statistical representativeness of the results and the sample is linked to the field of research.

There are two ways to select the target population, one is to study comprehensively according to research standards, including the list of each individual, and the other is to examine only a portion of the population by sampling. That is, the sample. This is a method for selecting a representative part of the population to determine the characteristics of the overall study.

Presentations of the sectors of activity of Lebanese NGOs

An NGO can freely choose its activity (sports association, social association, charitable association...) provided:

- That the activities actually correspond to the objects defined in the statutes of the association.
- The activity complies with applicable legal requirements
- That the activity is not restricted by law to other types of groups;
- And that the activity is not illegal (that is, it violates morality or disturbs public order).

This study is a quantitative research, since this type can have a wide variety of answers. In order to obtain the data, a large “digital data” was built, which includes Lebanese NGOs, almost 648 NGOs (confidence level 95% with a margin of error estimated at 4%)

In order to obtain the most representative image of active NGOs, two essential selection criteria were followed:

- An Update of general NGO information on online sites.
- NGOs featured in UNHCR reports

IV. Results & Discussion

Figure 01 shows that 39% of the NGOs are recently registered (39% are registered between 2010 and 2020), 33% shows that 33% are registered between 2000 and 2010, in addition of 19% registered before 1990. Although 9% are registered in the period between 1990 and 2000.

Figure 01: What is your NGO's registration date?

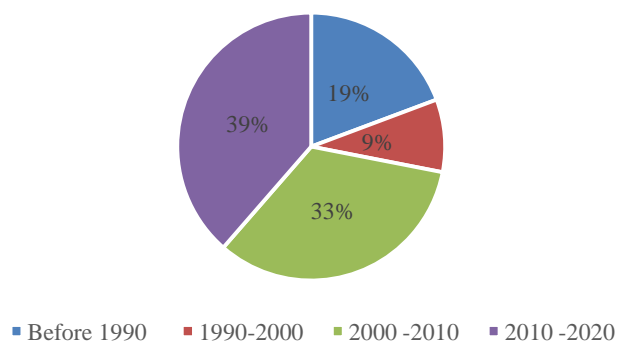


Figure 02 shows that the majority of NGOs (51%), their decisions are taken by the board member, 23% of the NGOs have an Executive Director, 11% has the project manager as the decision maker, and only 3.5% of NGOs take into consideration the opinion of the finance manager.

Figure 02: Who is the decision-maker at the NGO?

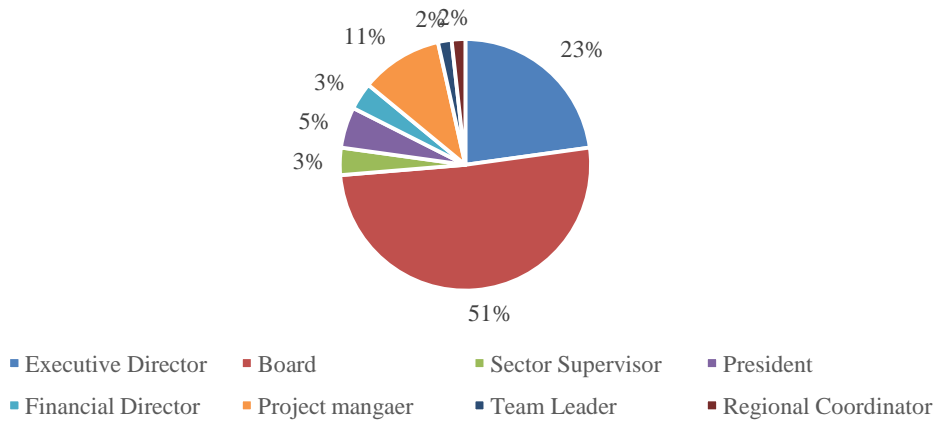


Figure 03 shows 4 sub-questions, more than 75% of local NGOs have strategic planning. 75% of NGOs include sustainability aspects in their projects. About 70% of NGOs have a sustainable development plan with specific goals. More than 50% of local NGOs don't do an online fundraiser plan.

Figure 03: Planning

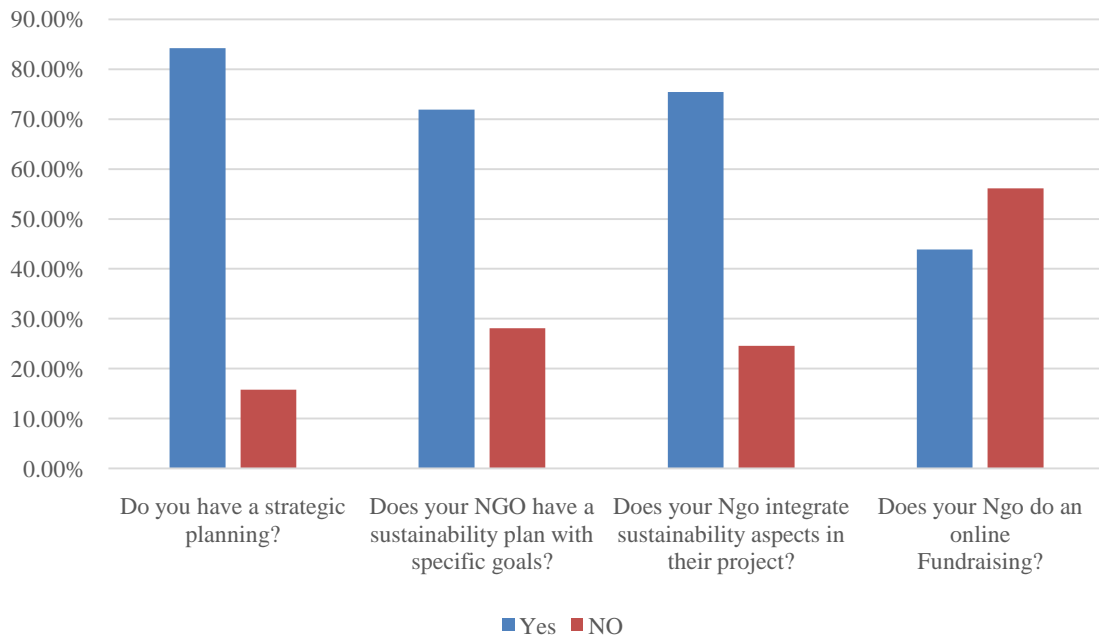


Figure 04 shows that the main obstacle is fundraising, which is a problem in 17% of NGOs. Old work mentality is a major factor in obstacles since it is revealed in 13% of NGOs. In addition, we note that the absence of an HR is felt in 11% of NGOs.

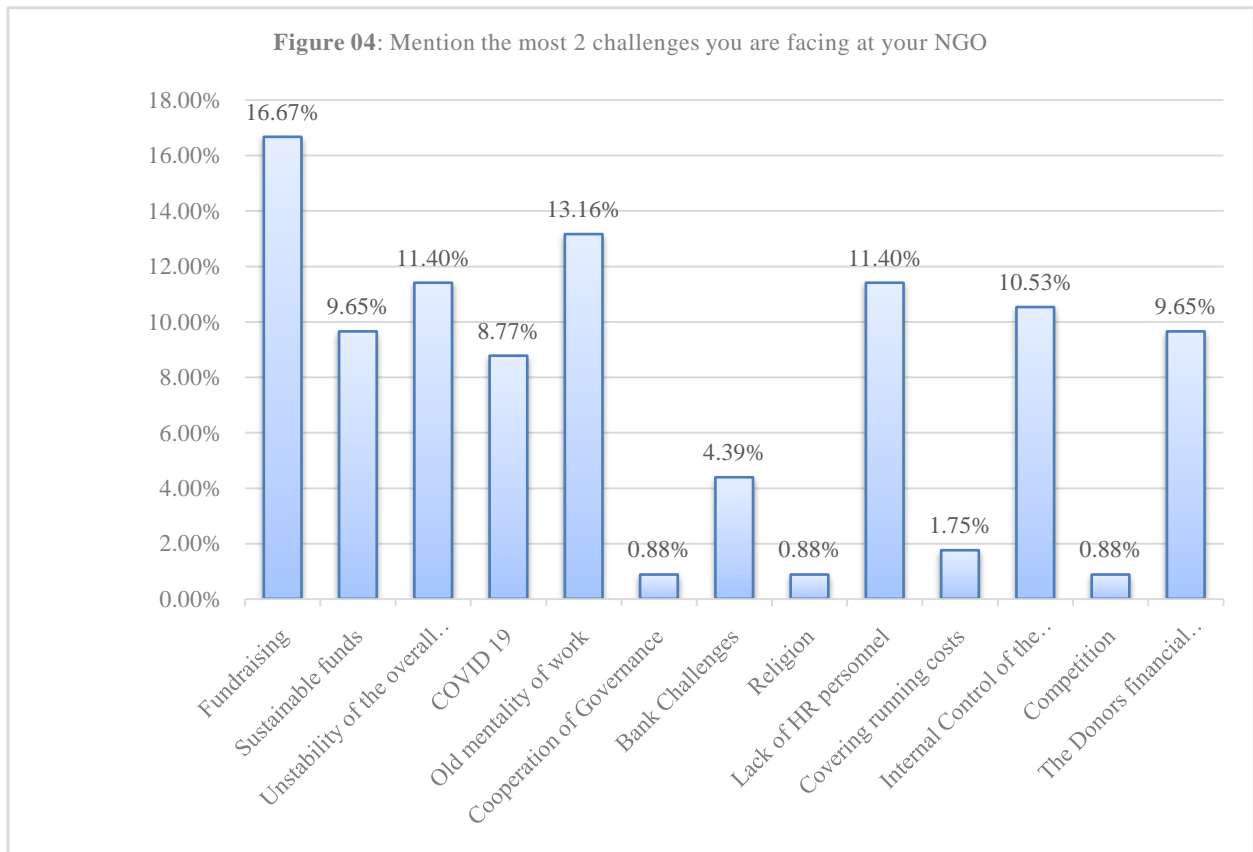


Figure 05: What is the NGO's main source of funding?

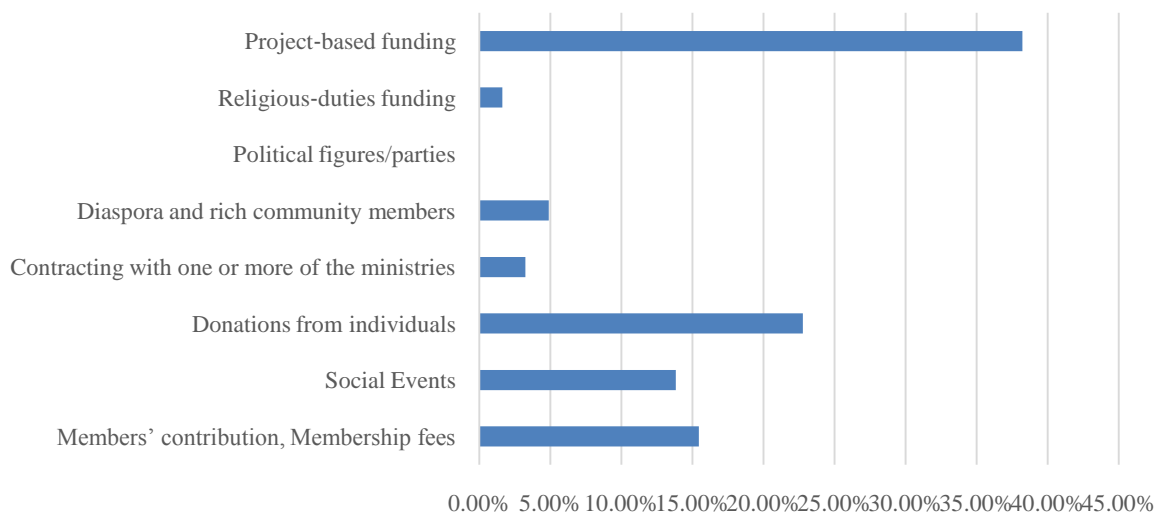


Figure 06 shows that 46% of the NGOs are funded by international NGOs, and 26% by UN agencies, while 8% of NGOs are not founded at this time.

Figure 06: If your NGO is mainly funded by project, who are your donors?

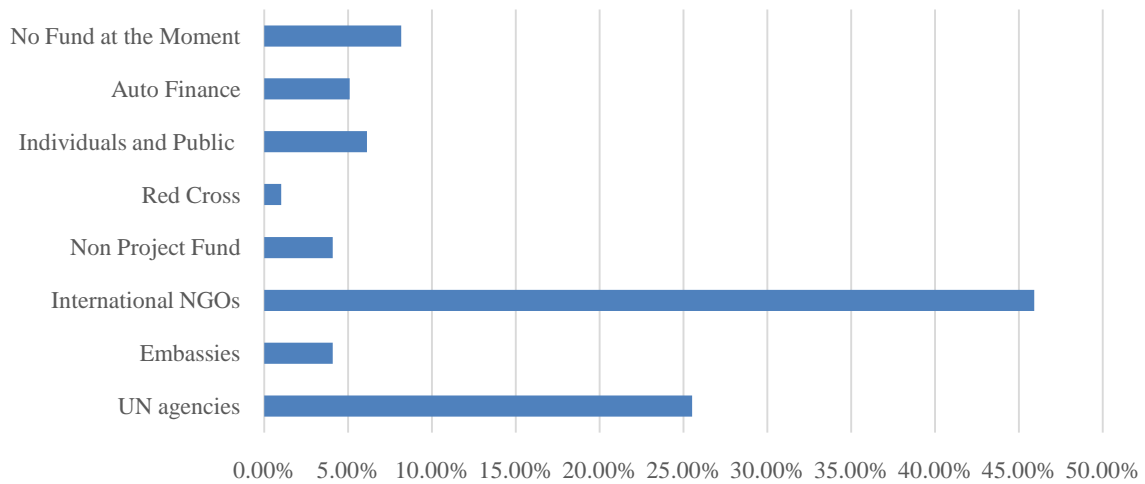


Figure 07 shows that most NGOs (33.33%) are founded in the last full fiscal year by 3 or 4 donors. 27% of the NGOs are funded by 1 or 2 donors. Although, 19% of the NGOs are funded by 5 or 6 donors. But at the same time 12.28% of NGOs have no source of funding for this last fiscal year, and only 5.26% have been funded from 9 or more donors.

Figure 07: In your last complete financial year, how many organizations did you receive funds and other support from

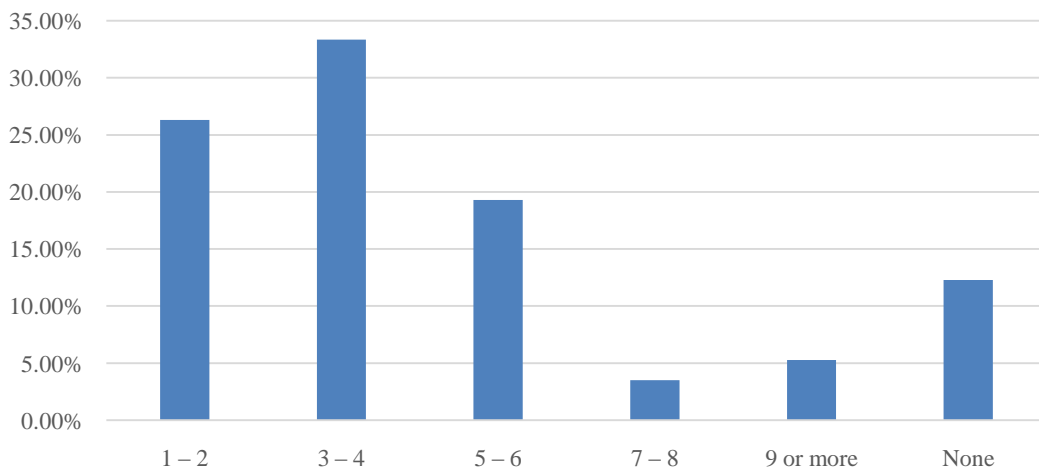


Figure 08 shows that 31.5% of NGOs have a 12-month funding, 16% of the NGOs have only a 6 months fund, while only 2% have a funding for more than 48 months.

Figure 08: What is the total period (in months) covered by your current or most recent funding agreement with the NGO?

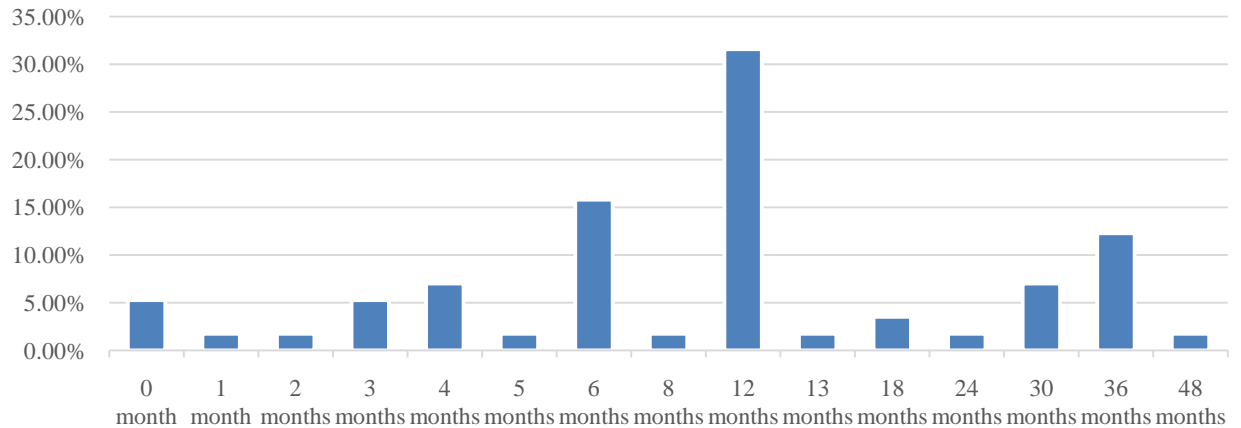


Figure 09 shows that the majority of NGOs have funding of less than \$50,000 (44%), 21% of the NGOs have fund between \$100,000 and \$500,000, 15.79% have funding of between \$500,000 and \$1,000,000. While only 7% has more than \$1,000,000 as fund.

Figure 09: What is the total amount of funding covered by the current or most recent agreement, in US Dollars, over its full length? (If the agreement covers more than one year please write the total for the whole period.)

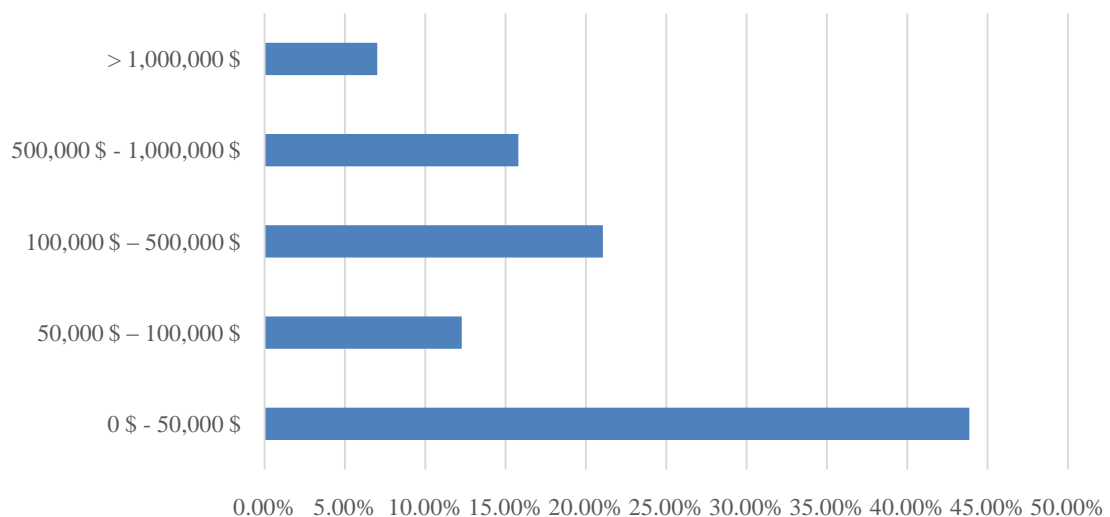


Figure 10 shows that the budget of 22.8% of NGOs is less than \$50,000 for 2020, in addition 22.8% of the NGOs has a budget between 50,000\$ and 100,000\$. while only 15.8% of NGOs have funding greater than \$1,000,000.

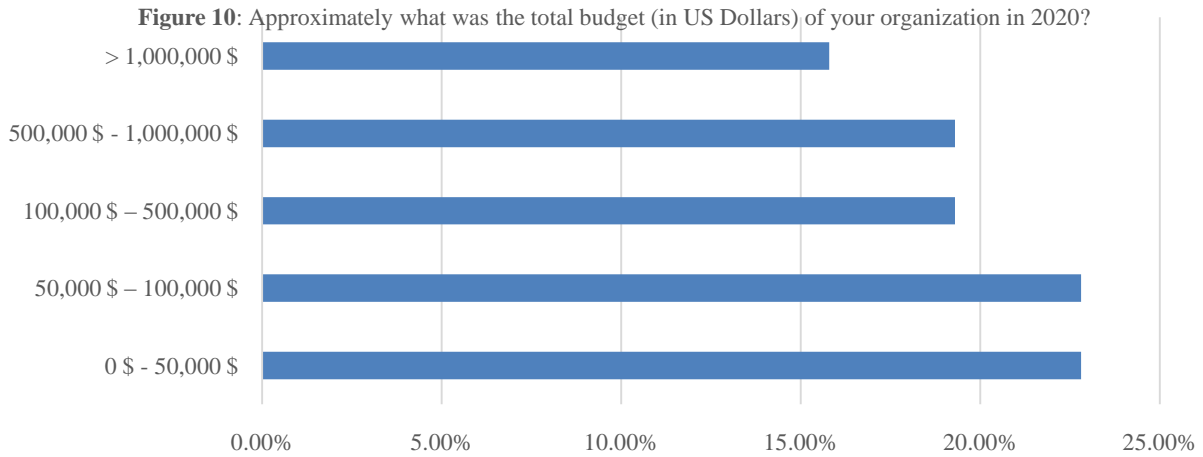


Figure 11 shows that, 89.5% of NGOs have their own bank account, 86% have an external audit. In addition, 80.70% of NGOs have financial planning, 68.4% of NGOs carry out a one-time audit/spot check based on the projects and only 59.6% of NGOs reserve a percentage for sustainable development activities.

Figure 11: Bank, Audit, Financial planning & Budget

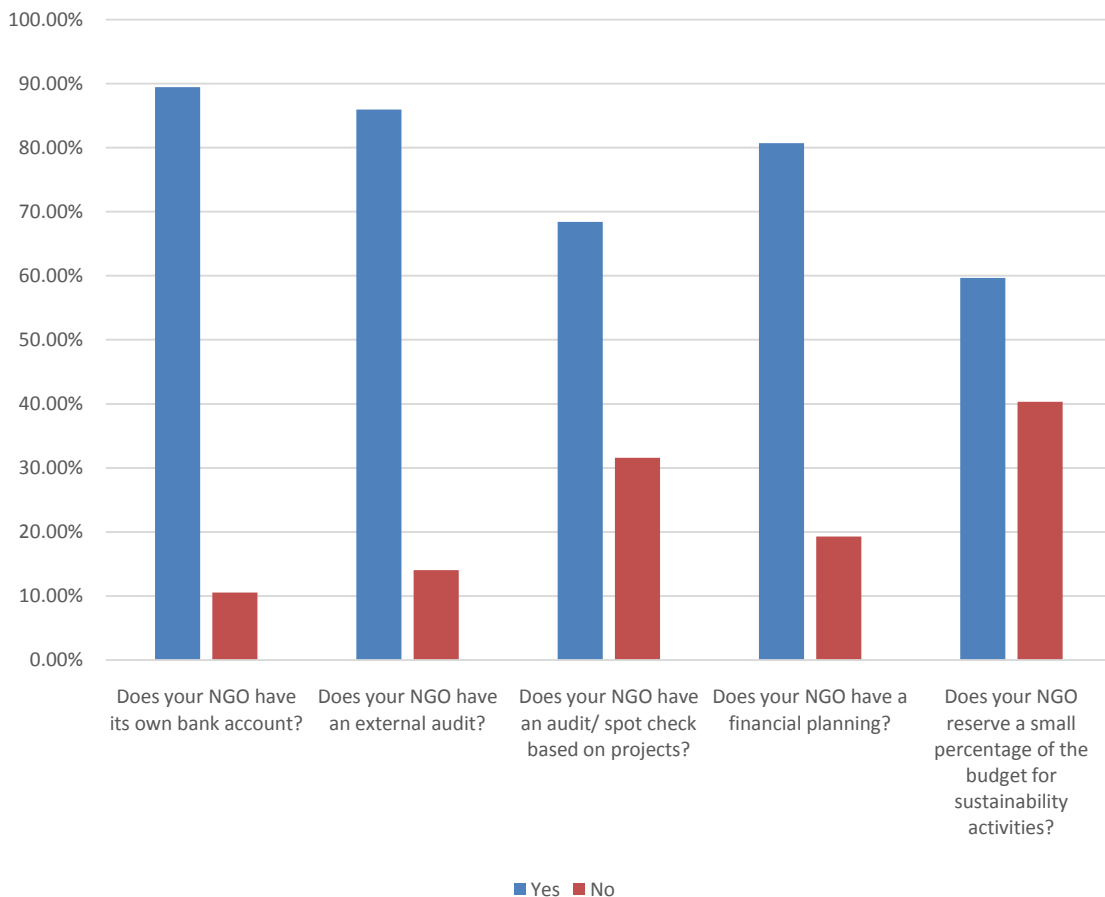


Figure 12 shows that 57.8% of NGOs can perform only 0-20% of their activity if there is a lack of funds. 32% of the NGOs can perform up to 50% of their activities. While only 5.3% of Lebanese NGOs can continue their implementation of activities in the same circumstances.

Figure 12: In case of lack of funds, how much can the NGO cover of the cost of its activities?

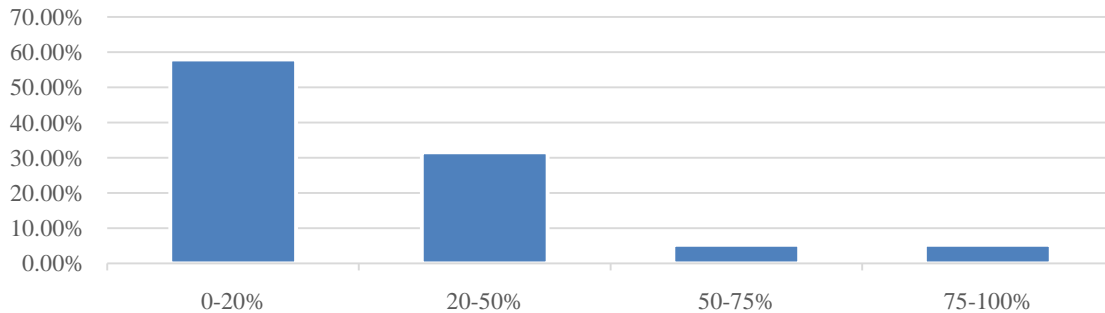
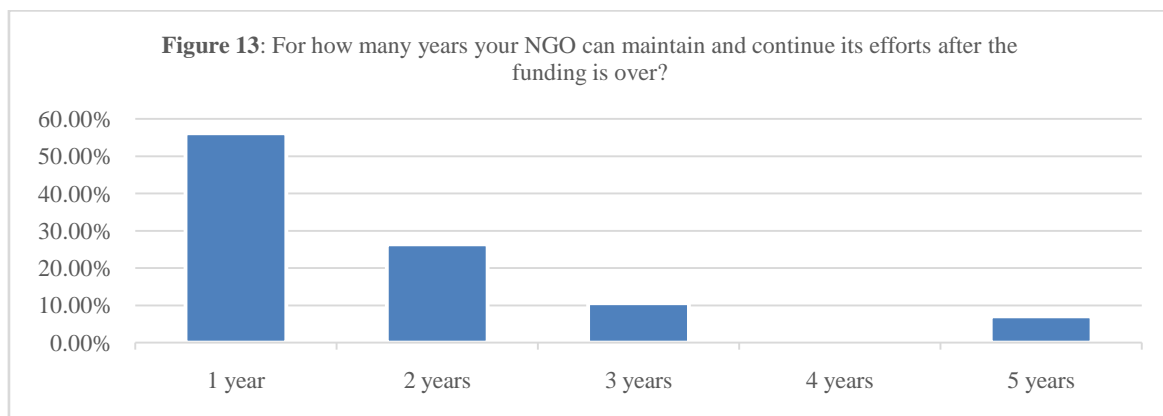


Figure 13 shows that in case the funding is over, the majority of Lebanese NGOs (56.2%) can continue their efforts for 1 year, while 26% can continue their efforts 2 years, while only 7% can continue their work for 5 years.

Figure 13: For how many years your NGO can maintain and continue its efforts after the funding is over?



The data collected shows that the entire NGOs face challenges that threaten the sustainability of their operations. These obstacles are material and technical financial obstacles on the one hand, and organizational restrictions on the other, namely the demand for profit.

Organizationally, we note that the decision-making of Lebanese NGOs (50%) is made by board members who are far from the activities on the ground.

Technically speaking, only 24% of NGOs have all the internal policies necessary to reduce their level of risk. Financially, Lebanese NGOs are not autonomous. Their survival depends to a large extent on external donors, that is, multilateral donors. These have almost become standard and universal, whether they are European Union agencies, international non-governmental organizations, United Nations agencies, embassies.

Donors must deal directly with relay organizations without this strategy, in other words, local NGOs are closer to the beneficiaries. They prolong and complicate the funding chain without going through an intermediary.

NGOs often advance goals that exceed their capacity for action; however, if NGOs are to take this seriously and take sustainable action, they must start with well-defined airborne resources. They hope to have measurable and achievable goals. Better at a very young age, they hope to cover a very wide range of interventions. Faced with this reality, we must focus our actions on the services we can control. The actions of NGOs lack a sustainable strategy, which remains one of the reasons for their failure.

There is no mechanism to protect the work done by NGOs and make it endless. The results of the questionnaire clearly show that the sources of funds of NGOs are all external, because even if the donations are irregular, they are poorly managed. No other tax action is planned to support the actions of the association.

Let's talk about the sustainability of the achievements of NGOs, we can cite several suggestions:

Local NGOs must hire an executive director, who will play the decision-making role, and will be the link between employees and board members.

NGOs must put in place all internal policies that reduce their level of risk.

Transparency and good governance are crucial in the manipulation and management of funds, because if funds are not received by recipients or are not used as intended, the system will fail.

Find sustainable fund by doing research on donors in Lebanon and what field of activity they cover.

Develop sustainable development measures through income-generating activities, such as occasional social events, to which they can make a gain that can help them cover some costs that cannot be covered by donors.

Funding and technology partners should consider special allocations in the full funding process for sustainability of activities.

The objectives of the NGO, its vision, its mission must be clear and simplified to have a lasting action.

Finally, Lebanese NGOs must conduct online fundraising, which allows them to have funding at any time.

V. Conclusion

In summary, and after the study we conducted, we can consider that most Lebanese NGOs are dependent on their donor, only 7% of NGOs could continue their activity for about 5 years.

Moreover, in case of lack of funds, 57.8% of NGOs can cover only a maximum of 20% of the costs of activities.

As for the donor, only 49.12% of Lebanese NGOs, their donors do not support the requirement of budget lines related to fundraising, and do not include adequate posts covering sustainability.

38.2% of NGOs receive their funding based on projects with a fixed duration, 40% of NGOs have been funded for more than six years by foreign donors. More than 46% of Lebanese NGOs are funded by international NGOs.

23% of NGOs are covered by a maximum period of 5 months with a contract with the donor of less than USD 50,000. However, 12.28% of NGOs are not funded. We also note that the annual budget of 45.6% of NGOs is less than 100,000 USD in 2020.

Finally, the common obstacle that 16.8% of NGOs are facing is fundraising. This problem is followed by another one which is the old working mentality for 12.9% of NGOs.

The role of Lebanese NGOs has become paramount in developing countries, research on the sustainability of Lebanese NGOs in these countries is a hot topic. People at the grassroots are faced with many problems, which the Government is no longer able to solve. It is necessary to connect with local, national and international partners, to solve problems in various fields and activities, especially in local activities.

Similarly, local non-governmental organizations have greatly improved the living conditions of their beneficiaries. Thus, this research focused on understanding the sustainability of local NGOs in Lebanon, which have become a fundamental element of local development. It is part of the following research objectives, which aim to generate knowledge to better understand the unsustainable determinants of the achievements of local NGOs in Lebanon after the absence of donors.

To answer the questions already mentioned in the introduction, and reach a conclusion we adopted the quantitative approach, using as a data collection instrument a questionnaire.

The results of the study were mixed. They showed that local NGO management ideas seriously affect the unsustainability of local NGO achievements in Lebanon.

For example, in our research, most NGOs are initiated and supported by foreigners. Their technical and financial performance gives them confidence in the donors (national and international), and their beneficiary.

To ensure the sustainability of local NGOs, it is necessary to be able to affirm that the activities of these organizations are closer to the beneficiaries in the implementation areas and they offer feasible and reproducible operations. This has given NGOs an essential role in the development of Lebanon.

Therefore, here are some recommendations to improve the actions of NGOs:

- Collaborate and engage with non-governmental organizations working in the same area to form a network.
- Get contacts from different ministries.
- Move beyond ineffective aid to disintegrated projects for sustainable and more coherent programs.
- Participate in project finance's races to maintain revenue and maintain the structure;
- Have stable, experiential skills
- Memberships in national and international networks that allow NGOs to connect experiences and stories to build on the achievements of each team member and amplify the messages to be conveyed.

This makes the validation of the Hypotheses:

- H1: Local NGO management ideas affect the sustainability of Lebanese NGOs. This hypothesis is validated.
- H2: Lebanese NGOs are mainly supported by foreigners. This hypothesis is validated.
- H3: The sustainability of Lebanese NGOs is affected by their activities. This hypothesis is validated.

- H4: Membership in a national or international network helps Lebanese NGOs to have more funds. This hypothesis is validated.
- H5: The old management mentality of Lebanese NGOs negatively affects fundraising. This hypothesis is validated.

Conducting this research was very tough, especially after the Beirut Blast in August 2020. Many limitations have come across it. Accessing such a large number of NGOs covering the Lebanese territory was never easy, it took a long time and there isn't any updated Lebanese researches to start from.

We can wonder what capacities local NGOs have acquired in more than three decades of existence. Today we see a growing desire for collective actions. While the needs in different sectors (protection, education, health...) are still increasing and the funds are decreasing due to several circumstances, isn't it time to Government's intervention by allocating funds to the local NGOs?

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