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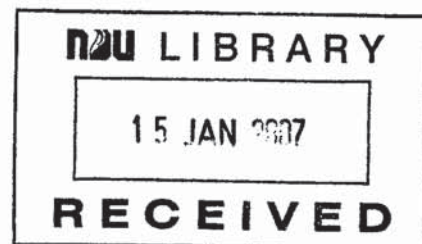
Faculty of Business Administration and
Economics

Lebanese Non-profit Organizations: Evaluation and Cases

By: Johnny El HELOU

A Thesis submitted in partial fulfillment of the
requirement for the degree of Master in Business
Administration

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Approved:



.....

Dr.Atef HARB
Research Director



.....

Ms.Viviane NAKHLE
Second Reader

.....
Dr.Elle YACHOU
Dean, FBAE

NDU 2006

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1.1 Definition of Non-profit organizations

There is no single definition for non-profit organizations, since this type of activity constitutes a whole world in terms of its nature, direction, size, legal status and level of recognition. However, two main important ideas are always associated to any non-profit organization: First of all, it should be organized not for commercial purposes and members must not benefit personally as investors.

The non-profit organization could be a club, a society or an association that operate solely for social welfare, civic improvement, religious, charitable, educational, environmental, recreational or any other related purpose except profit.

Thomas Wolf in his book defines non-profit organizations as “ *those legally constituted, non-governmental entities, incorporated under state law as charitable or not-for-profit corporations that have been set up to serve some public purpose and are tax exempt...*”

Similarly, **Peter Ducker** states that the function of non-profit organization is “*To do something different from the functions that commercial enterprises or the government fulfill.*”

From this point we can introduce the term “**Third Sector**” which can be associated to any non-governmental, non-profit or non-lucrative association or organization.

In fact, non-profit organizations can be considered as “**Third Sector**” because they do not supply goods and services for the purpose of financial profit such as profit-making organizations (private sector) and in the same time they do not have any control over the state (public sector), as a result, non-profit organizations fulfill the gap uncovered by the government as well as private enterprises as to well-being of civil society.

The role of non-profit organizations is very crucial when it comes to the development of society and the production of "Changed Human Being" since all non-profit activities are tailored to the benefit of persons and societies.

Starting from the previous definitions, we can pinpoint major differences between a profit and non-profit organization.

A standard business corporation is formed to provide benefit and generate profit to shareholders whereas non-profit do not have the profit motive, thus, members in non-profit organizations should not act as shareholders to expect financial returns.

Commercial Enterprises are considered the private sector in the economy; on the other hand, non-profit organizations are grouped into a Third Sector that could have social and economic benefits to both private and public sector.

In sum, to be considered as a non-profit, the organization or institution must be able to satisfy the following criteria:

- First of all, it must fulfill a mission in public service through acting in the best interest of the community.
- Second, it must operate without any intention for profit; thus, it must have the status of a charitable corporation.
- Third, governing structure of those corporations must be away from personal financial interests.
- Fourth, non-profit organizations are exempted from paying any kind of taxes
- Finally, the organization must have a legal status recognized by the government in order to be able to benefit from the tax-free policy.

1.2 Non-profit organizations in the world

In the United States, a non-profit organization is usually a corporation formed in one of the 52 states as a non-profit. The non-profit may also be a trust or association of members. The organization may be controlled by its members who are responsible for electing the Board of Directors or the Board of Trustees.

Not-for-profit organizations may have a delegate structure to allow for the representation of groups or corporations as members. Alternately, it may be a non-membership organization and the board of directors may elect its own successors

In the United States, a non-profit organization may have a tax exempt status or it may be a de-facto group of individuals operating for a common purpose. For example, it may comprise a voluntary group of individuals dedicated to developing an open content online encyclopedia. In practice, the organization applies for tax exempt status through the Internal Revenue Service (IRS). A primary difference between a non-profit and a for-profit corporation is that a non-profit does not issue dividends, and may not enrich its directors. However, like for-profit corporations, non-profits may still have employees and can compensate their directors in several ways.

Such "organizations" are often charities or service organizations; they may be organized as a not-for-profit corporation or as a trust or a cooperative or they may be purely informal. Sometimes they are also called foundations, or endowments that have large equity funds. Most foundations give out grants to other not-for-profit organizations, or fellowships to individuals. However, the name *foundation* may be used by any not-for-profit corporation even volunteer organizations or grass roots groups. A non-profit organization may be a very loosely organized group such as a block association, or a Trade Union or it may be a complex structure such as a university, hospital, documentary film production company or educational book publisher.

The largest non-profit organization in the United States is the Bill and Mellinda Gates Foundation, which has an endowment of approximately \$27 billion. The second-largest is the Howard Hughes Institute, which has an endowment of approximately \$11 billion. The largest organisation of this kind in the rest of the world is probably the British Welcome Trust, though it is a "charity" in British usage, not a "non-profit".

In the United Kingdom non-profit organizations are rarely considered as a single class of entity. All these organizations have to be registered with the Charity

Commission and they are referred to as charities, not as non-profits. Other groups which are classified as non-profit organizations in the U.S., such as trade unions, are subject to separate regulations, and are not conflated with charities in British usage.

The following list gives example of few of hundreds of non-profit organizations all-over the world:

- **AIKYA** Improve Quality of life for children with special needs. (India)
- **AEGEE** European students forum.(Europe)
- **Rotary Foundation**.(International)
- **International Red Cross**.
- **Canadian Journalists for Free Expression**. (Canada)
- **Hong Kong Jockey Club**. (Hong Kong)
- **GreenPeace Internatiuonal**.
- **Amnesty International**.
- **Mothers Organized to Stop Environmental Sin**.
- **Scouts de France (SDF)**. (France)
- **World Monument Foundation**.
- **YMCA**.
- **SEAGIG** South East Asia Glaucoma Interest Group.
- **Children International**.

1.3 Non-profit organizations in Lebanon

In Lebanon, a great number of local and international non-profit associations are formed to work in the best interests of our society. Similarly, non-profit associations in Lebanon have social, environmental, cultural, educational and recreational goals and activities and subject to Lebanese Laws' rules and regulations. **(See Appendix L)**

The following are example of few Lebanese non-profit organizations having different areas of concerns:

Arab Blind: it is a private Lebanese charity organization that takes care of and rehabilitates the blind. Its end mission is social and humanitarian work and has no involvement in any political affiliation.

Dar Al Aytam: The Social Welfare Institutions in Lebanon considered as a non-profit multidisciplinary organization engaged in the help of the poorest and the needy including orphans, mentally retarded, physically handicapped, deaf, blind, widows, elderly people in 30 institutions in Beirut and in many other regions in Lebanon

Human Rights Media: The Human Rights Media is a media forum committed to the principles of the Universal Declaration of Human Rights in compliance with the international conventions under the supervision of the United Nations and the spirit and articles of the Lebanese Constitution.

Lebanese International Businessmen Association Network (L.I.B.A.N): is a non-profit organization that holds a wide range of well-reputed businessmen and entrepreneurs active in the different economic sectors to promote economic welfare.

Lebanese Medical Students International Committee (LMSIC): is a non-profit organization that represents medical students in Lebanon. LMSIC is a full national member organization of the International Federation of Medical Students' Associations (IFMSA).

Taaheel: is a non-profit association that offers counseling and rehabilitation services to all the Lebanese students who experience school delay due to problems in Learning Comprehension, Violence, Anxiety, Failure and others.

Al Emdad: is a charitable committee for supporting children and poor families in Lebanon

Arc-en-Ciel : is a non-profit association that works for any person in difficulty including mainly handicapped persons.

Caritas Liban: is a non-profit organization that spreads out charity and social justice among people in need.

SOS Village: is a private social welfare organization to help orphaned and abandoned children whose parents, for various reasons, are no longer capable of looking after them.

YASA : which means youth association for social awareness is a non-profit organizations that have a mission to reduce car accidents and spread awareness programs in front of the youth generation.

Anta Akhi: Lebanese non-profit association taking care of great number of mentally and physically challenged persons.

1.4 Research Objectives

- 1) Study the situation of Lebanese non-profit organizations
- 2) Conduct a comparative study between a profit organization that produces goods or services and a non-profit organization in terms of
 - a) Management and strategy
 - b) Accounting and Finance
 - c) Marketing and Communication
 - d) Human Resources concept and the role of volunteers.
 - e) Compare the fund raising process to sales of goods and services.
- 3) Study the impact of non-profit organizations on the Lebanese Economy.
- 4) Study the effect of non-profit organizations on our society and its core values.
- 5) Depict the weaknesses and inconveniences in managing non-profit organizations.
- 6) Suggest solutions and recommendations as to the management of non-profit organizations.

1.5 Research Hypothesis

H 1: there is a difference between a profit and a non-profit Lebanese organization in terms of: Management, Finance, Marketing and Human Resources functions.

H 2: Fund raising and availability of volunteers have direct effect on the success of non-profit organizations.

H 3: there is a direct social impact of non-profit organizations on the Lebanese Society and indirect impact on the Lebanese Economy.

1.6 Type of Research

The research conducted on Lebanese non-profit organizations is exploratory and conclusive.

Research Methodology

The methodology followed throughout this research is by adopting a research design containing both exploratory and descriptive methods of research.

The exploratory part is everything having to do with the in-depth interviews and the desk searches and the descriptive part is everything having to do with the sampled survey.

The primary data for this research was collected in three different ways:

First of all, **Interviews** were conducted with representatives and managers from different non-profit organizations

(See questions of the interview in Appendix A).

Interviewees were asked mainly on the mechanics of managing their organizations, fund raising sources, marketing and communication processes and human resources function.

Since the number of Lebanese non-profit associations is very large, we have restricted our study to 6 non-profit organizations that are different in their size as well as the type of public service offered. This choice could be helpful to serve the purpose of the research from different perspective. The selected non-profit organizations are the following: les Scouts du Liban, Lebanese Red Cross,

GreenPeace Lebanon, Junior Achievement Lebanon, Bassma Association and Rotaract Club-Keserwan Sector.

In addition to the above selected non-profit associations, our research will highlight on the social and economic impact of non-profit association through a special case study that stress the role of the World Rehabilitation Fund (WRF), an international association and its project B.Balady tailored to help landmine survivors.

Finally, some other non-profit associations such as MercyCorp and USAID will serve to illustrate some topics and issues throughout our research.

Second, a **Questionnaire** was designed to make a survey with 250 Lebanese actual and previous volunteers from different non-profit organizations.

The number of 250 seems representative since respondents are selected from different non-profit associations.

Questionnaire is a formalized schedule for collecting data from respondents. It is used in our research to study the role of volunteers in non-profit organizations, their motive and the barriers that prevent them from pursuing the volunteer job in addition to the demographic and socioeconomic characteristics of our sample.

Our sample was intercepted inside different centers for non-profit organizations; The questionnaire tackles the issue of availability of volunteers to serve those organizations, the remuneration volunteers are getting and the motivational factors present in their organizations.

(See the questionnaire for volunteers in Appendix B).

Third, **Observations** made through attending meetings and overwatching some activities undertaken by the selected non-profit organizations.

The **Secondary Data** was gathered from: Internet websites, Publications, Newspapers, Flyers and Brochures. Secondary data were very helpful since it offers a range of relevant information that helps the research purposes. Many non-profit organizations provided flyers, documents and publications that served as good material for the topic.

1.7 Definition of Terms

In general terms, **trust** implies both a desired outcome of a given situation (Hope) and a commitment to a certain outcome (action). Trust might therefore be understood, in its broadest sense, as hope in action.

A **Trust** is a legal arrangement for the ownership of property on behalf of another. A **financial endowment** consists of funds or property donated to an institution or individual, with the stipulation that it be invested and the principal remain intact. This allows for the donation to have a much greater impact than if it was spent all at once.

Charity is the short form for Charitable Trust, a charitable foundation, or a corporation set up entirely for charitable purposes. These are set up for specific causes, such as curing diseases; providing goods or services for people or areas that lack them; nature conservation; and many others.

Charity can also refer to the act of giving money, goods or time to such a charitable trust or other worthy cause.

1.8 Overview of the selected sample of non-profit organizations

It is important to give in the following section a brief overview on the history of selected non-profit organizations, their type of activity, their mission and objectives.

1) Les Scouts du Liban

Les Scouts du Liban is a non-profit association considered as an Education Charity created in 1936 and recognized officially by the government in 1938 under the decree 964/1938 modified to 504/1957.

Les Scouts du Liban is an association that promotes good citizenship and wholesome physical, mental and spiritual development, training in habits of disciplines, self-reliance, loyalty, altruism and other useful skills, in other words, it is a educative school that prepare "ideal" human beings able to serve society and nation.

Les Scouts du Liban applies International Scout principles and methods and adapts it to Lebanese society, culture and customs.

The founder of scouts in the world was Baden Powell who saw in the youth a great potential to make from this world a better place, help and serve everyone in need

Baden Powell developed five important goals to be worked on by every scout:

- 1) The development of personality and character
- 2) Health and physical development
- 3) Creativity and manual development
- 4) Social development and care for the other
- 5) Spiritual development and religious concerns.

(See the Law of Scouts on Appendix J and the structure of “les Scouts du Liban”)

Les Scout du Liban main headquarters is called “Quartier Général” considered to be the first and most important reference for all the groups affiliated to the association.

Different units tailored to the following age groups form each group in the association:

7 to 11 years (Meute), 12 to 17 years (Troupe) and 17 years and above (Clan)

The groups affiliated to “Les Scouts du Liban” should follow its rules and regulations, pay membership fees and coordinate with representatives from the “Quartier Général” as to the functioning of the group and the course of annual activities.

2) Greenpeace-Lebanon

Greenpeace was formed in 1971 when a group of North American activists sailed into the U.S atomic test zone off Amchitka, Alaska to protest about nuclear testing. They chose a name, which linked their concern for the environment with the desire for a world free from nuclear threat: Greenpeace.

Greenpeace Mediterranean was established in Malta in 1991.

In Lebanon, Greenpeace started its operations in a permanent presence since 1996.

The first project was to work on the Italian Toxic Waste smuggling into Lebanon during the civil war. The last achievement for Greenpeace Mediterranean in Lebanon was the project of Zero Waste under the context of the new law of waste suggested by the ministry of environment in response to the waste crisis that aroused in the country.

Greenpeace offices in Lebanon work also jointly with all the network offices to protect the Mediterranean with the continuous support of Greenpeace International.

Greenpeace is an independent, international campaigning organization; its first aim is to use non-violent creative confrontation to expose the cause and effect of global environmental problems. The vision of Greenpeace is interpreted in the continuous strive of protecting biodiversity in all its forms, preventing pollution and abuse of the oceans, lands, air and fresh water, Greenpeace seeks to stop nuclear threats and of course promote peace and non-violence.

(See address and Contacts in Appendix C)

3) Junior Achievement

Junior Achievement or Injaz Al Chabab is an independent Lebanese non-profit organization that aims to educate and inspire young people to value free enterprise, understand business and economics, and develop entrepreneurial and leadership skills.”

Junior Achievement Lebanon is a chapter of Junior Achievement International, the world largest and fastest growing organization that operates in more than 112 countries in the world and reaches more than 6 million students worldwide.

Junior Achievement is present in Lebanon since 2001 to provide an atmosphere of interaction between students and the business community, it provides the youth in Lebanon who are considered the future workforce the skills, knowledge and experience to assist them in succeeding in their lives and in the economy,

thus, finding jobs that suits their individual personal capabilities and meet the needs of the market in the new economy.

Junior Achievement Lebanon offers to high school students two types of programs: "Personal Economics" and "Success Skills" that are adapted to the Lebanese context.

Junior Achievement delivers its programs in more than 20 public and private schools all over Lebanon and reaches more than 3000 students

In 2003, Junior Achievement was registered as an NGO no.102/AD

(See Address and Contacts in Appendix C)

4) Lebanese Red Cross

The Lebanese Red Cross is a Humanitarian Organization considered as an independent National Society. In the year 1947, the Lebanese Red Cross becomes recognized by the state as a non-profit organization as well as an back up team to the medical service delivered by the Lebanese Army.

In 1947, Lebanese Red Cross became a member of the international federation of Red Cross and Red Crescent societies, which has affiliates in 175 countries.

Lebanese Red Cross is also a founder member of the Secretariat General of the organization of Arab Red Crescent and Red Cross Societies.

The mission of Lebanese Red Cross Society is to provide aid to victims of natural and human made disasters, and help people prevent, prepare for and respond to urgent situations, and to alleviate the suffering of the most vulnerable. This activity depends mainly on volunteers who sacrifice their time in order to provide this service to the Lebanese Society.

The Lebanese Red Cross Society accomplish its mission on the Lebanese Territories through the following units: 50 Medical - Social Center, 37 First Aids centers, 30 Chapters or local committee, 26 Youth Clubs, 13 Mobile Clinics, 9 Blood Transfusion centers, 6 Nursing Institutes, 2 Health Assistant schools, 1 Orthopedic workshop.

(See the location of the above-mentioned centers in Appendix C).

5) Bassma Association

Bassma is a Lebanese non-profit association registered in the Ministry of Interior. Miss Sandra Khlaf and a group of volunteers found Bassma with the mission of developing humanitarian action in order to improve the daily life of people in need without any religious or political discrimination.

Bassma is taking care of a considerable number of families living in deprived social and economic conditions

Bassma services are divided into the following:

- **Nutrition:** Ensure the necessary nutritional package to the families on a monthly basis
- **Medical:** Provide free health consultancy and provide pharmaceutical products to the families
- **Social:** Support the families morally and personally through continuous follow-up and social assistance
- **Employment:** Assist the members of families to find jobs and employ their skills in the best possible mean to improve their life condition.

Bassma's member are divided into committees taking care of different tasks

- **Administrative Committees:** human resources committee, juridical committee, financial committee, media committee, events committee, schools and universities committee.
- **Committees for families:** Food Committee, Medical Committee, Employment Committee, Education Committee, Resto-Sourire Committee

Bassma's main partner is SGBL bank that offers space offices for the association.

Bassma's sponsors are: Casper and Gambini's, Orange Click providing web engineering services and Terra Vision. L'Ecole Supérieure des Affaires (ESA) also supports Bassma by offering the university premises for Bassma's recruitment activities and events.

6) Rotaract Clubs

Rotaract is an international organization of service clubs for men and women aged between 18 and 30. Rotaract mission is to encourage leadership, responsible citizenship, and high ethical standards in business and promotes international understanding and peace. Rotaract is a chapter of Rotary International where the Clubs work under the guidance of their local Rotary Club, and take their name from a combination of the words Rotary and action. The first Rotaract Club recognized officially was founded in North Charlotte, North Carolina, in 1968, but clubs of young people associated in service with local Rotary Clubs had existed for several years in India and Europe. Today, 6750 Rotaract Clubs in 146 countries comprise 155000 members drawn from the community and university students. Meetings are conducted every two weeks in a formal way featuring cultural activities, discussions and visits to other clubs. Every Rotaract Club is part of a district Rotaract organization, run by elected representatives with support from sponsoring Rotarians. The district organization plans regional conferences, develops regional projects, holds club leadership training programs, and sponsors special events to strengthen the bond among clubs. On international basis, Rotaract functions through a committee of Rotaractors and Rotarians. This committee works with Rotary International to plan an annual two days-long forum held prior to the Rotary international convention. This event offers Rotaractors from all over the world the chance to meet, discuss issues of mutual interest, and develop friendships based on international goodwill and understanding. Every three years Rotaractors conduct another international meeting called Interota, named from the words international and Rotaract. Rotaract members work hard to achieve the following goals.

- To develop professional and leadership skills.
- To emphasize respect for the rights of others based on recognition of the worth of each individual.
- To recognize the dignity and value of all useful occupations as opportunities to serve.

- To recognize, practice and promote ethical standards as leadership qualities and vocational responsibilities.
- To develop knowledge and understanding of the needs, problems and opportunities in the community and worldwide.
- To provide opportunities for personal and group activities to serve the community and promote international understanding and goodwill to all people.

In addition to the above associations, some other non-profit organizations are mentioned to illustrate the social and economic impact of non-profit organisations.

WRF-Lebanon

World Rehabilitation Fund (WRF) is an international, non-profit, humanitarian (non-governmental) organization whose main headquarter is located in New York, USA. Its programs and activities in Lebanon started since early seventies to work on aspects of prevention of the various forms of disability, rehabilitation, social reintegration, and improving social welfare. In addition to a developed mine action program, WRF-Lebanon is currently working on a project to assist landmine survivors by expanding their income generating capacities through the creation sustainable working opportunities. Those people are given the chance to undertake home-based agricultural activities including raising poultry for natural egg production, beekeeping for honey production, and cultivating medicinal herbs for production of green and dried herbs and essential oils. The project called “**B.Balady**” is funded by the United States Agency for International Development/ Leahy War Victims Fund.

Cooperative Housing fund

Cooperative Housing fund CHF International is a non-profit organization whose mission is to help and improve the social, economic and environmental conditions of low- and moderate-income communities around the world.

Mercy Corps

Mercy Corps is an international non-profit corporation that exists since 1979 for the purpose of alleviating suffering, poverty and oppression by helping people build secure, productive and just communities. Around 7 million people in more than 35 countries benefit from MercyCorp programs. Mercy Corps has provided over \$1 billion in assistance to people in 81 nations. Mercy Corps headquarters are located in Portland, Seattle, Cambridge, Washington, D.C. and Edinburgh, Scotland. Mercy Corps pursues its mission through the following means: First, **Emergency relief services** that assist people afflicted by conflict or disaster.

Second, **Sustainable economic development** that combine agriculture, health, housing and infrastructure, economic development, education and environment, and local management.

Third, **Civil society initiatives** that promotes citizen participation, accountability, conflict management and the rule of law.

1.9 Limitations of the project.

In Lebanon, there is a great number of associations working for non-profit purpose with different types of mission and activities such as social, environmental, recreational, etc. For this reason, it seems difficult to include in one research all the details and aspects of managing Lebanese non-profit organizations. As a result, we have selected a sample of non-profit organizations having different type of activity to highlight on some important issues and give an overview about the functioning of those organizations.

In the private sector, **planning** seems more straightforward since the mission of this sector is to make money among others the planner is able to measure the effectiveness of strategies and choose the best alternative following quantitative tests. On the other hand, planning is less straightforward in the non-profit world since the mission is directed to the concept of public service and the form of this service may be different in each persons 'mind, values and philosophy.

As a result, each member in the same organization may agree on the mission but interprets it in a different manner

In non-profit organizations the planning process must include the following steps:

1. **Set Parameters and Boundaries:** establishing broad parameters for the organization and continuous review of the mission statement.
2. **Identifying limiting conditions:** understanding the environment, available resources, budget constraints and societal trends.
3. **Change Limiting Conditions** where possible such as additional fund raising can help solve the problem of budget constraints.
4. **Design a Plan of Action:** non-profit organizations to take action activities that include goals, objectives and available budget.
5. **Carry out the Action Plan** or the implementation of decided upon activities.
6. **Evaluation,** which give an appraisal result as to the functioning of future planning and activities.

Planning Level Responsibilities

The Board of Directors and the Chief executive committee generally set mission statement

The Board with senior staff set the goals, and objectives

Staff in coordination with the Board takes care of setting the strategies.

Staff and volunteers are responsible of implementing the Action Plan; volunteers may also participate in strategies formulation.

Staff and Board prepare evaluation plan and forms.

Constituents, Funders and Donators can participate at all stages by giving their opinion and advice. Finally, a paid consultant might be hired to assist in setting the planning process, undertake research, write reports and support the staff with logistics know-how.

The **marketing concept** is a philosophy that states, "*The social and economic justification for an organization's existence is the satisfaction of customer wants*".

The **marketing concept** is generally associated with the business sector where the marketing developments have attained high level of upgrading and development in this field. However, the non-profit sector nowadays recognizes the importance of using marketing tools to meet the large public and stakeholders' requirements. As result, it seems significant to apply all the marketing principles used in the business world to achieve improvements in the management of non-profit organizations.

Philip Kotler argue that marketing activity goes beyond selling soaps and shoes since marketing is a societal activity where the concept of product, price, place and promotion can be applied to non-profit organizations.

In the non-business sector the marketing mix could be described as follows:

- **Product** is the programs and services offered by the organization such as the first aid service offered by the Lebanese Red Cross.
- **Promotion** of those services offered through all means of communication.
- **Price** includes the cost to participate in such activity.
- **Place** is the point of availability of the programs and services such as the availability of Red Cross centers in many Lebanese regions.

Marketing along with the related disciplines such as advertising and communication strategies are of growing interest for the head and managers of non-profit organizations.

In practice, non-profit organizations are assigning a marketing committee or a marketing consultant to follow-up on all marketing and communication tools that should be used for the organization to achieve its goals. Furthermore, some large non-profit organizations consider hiring an advertising agency to launch several communication campaigns or a marketing research firm to conduct surveys and come up with instructive results as to the implementation of strategies.

As the non-profit world is considered the “**Third Sector**” since it is not operating under the profit motive on one hand or the government bureaucracy on the other hand.

The “**Third Sector**” exists to meet social needs, thus, this sector should be socially responsible and service-oriented, in other words, the third sector is specialized in offering social services that are not sufficiently provided by the government and the profit world.

From this point, we can understand the importance of marketing that should be used in the non-profit sector to highlight the value of those services being offered to the public.

Marketing nowadays is widely used in non-profit organizations to serve to basic functions: raising funds and recruiting volunteers.

As Marketing theories and practices have passed through several stages of developments, **Philip Kotler** found that fund raising concept has also evolved through different stages that could be comparable to the marketing concept.

These stages are the following:

Begging, which occurs when organizations in need are pleading with others, mainly, wealthy and fortunate members in the society to offer aids and donations.

Collecting is characterized by non-profit organizations that collect donations from several individuals and organizations as an act of positive contribution to the society.

Campaigning is characterized by assigning individuals and volunteers to seek donations and aids from the general public.

Development which stress on finding a homogeneous group of donators to identify their motivation and value for donation and design marketing programs to those groups accordingly.

The on-going exchange between non-profit organizations goes far beyond the communication process established to include all the other elements of the marketing mix (Product, Collection and pricing)

Product Strategy talks about the benefits that donators will receive in return for their contributions such as recognition, self-esteem, and fulfillment of social responsibilities.

Collection strategy is set to facilitate the delivery of contributions because it establishes the place, time and means to contribute.

Pricing strategy involves the amount of money that non-profit organization intends to acquire from contributors.

Marketing Communication in non-business world differs in some points with the known campaigns arranged in the business sector. The four major issues that affect potential communication in the non-profit sector are: Product differences, Pricing differences, Involvement differences and Segmentation differences.

Product Differences such as the difference in perceiving the product benefits since in the profit sector the purchaser is a member of the consuming unit who perceive directly the benefits of the product, on the other hand, a purchaser in the non-business sector may not immediately perceive personnel benefits such as buying the concept of driving more slowly is paid through time lost in order to benefit society with greater energy reserves and promote good citizenship.

Another difference is the intangibility of products offered by non-profit organizations, which create a difficulty for describing the product to the public through advertising.

Pricing differences where price is usually associated with profit and cost as well as elasticity of demands. In contrast, the non-business world where there is an exchange of values is concerned about the nonmonetary cost of the product such as time cost, inconvenience cost, fear cost etc.

Segmentation differences can be realized since marketing in the private sector aims to develop products and services that satisfy the needs of distinct market segments. As to the non-profit sector, although segmentation strategies are feasible in certain cases, there is many other cases where all the public must behave in a certain way and purchase the same product, thus, segmentation process will become ineffective.

In the non-profit sector, marketing is considered an engineering of satisfaction for the following groups: Funders, volunteers, trustees and regulators, thus, the challenge of non-profit organizations is to identify the need of each of the above constituents and develop strategies and programs that respond to their vision

Image is a critical factor in the non-profit world since a strong positive image helps gaining members, donors and contributors. Another aspect in the concept of image is the self-image that non-profit organizations create in its constituents themselves. Usually a sense of enhanced self-image explains the reasons of finding a good number of people participating in non-profit organizations as members or donors.

On the other hand, we can find people misusing the fund allocated for non-profit programs through unnecessary spending that turn always to those persons 'personal profits

In his book "*Managing non-profit organizations*", **Thomas Wolf** talked about the ten **commandments of Fund Raising**, which are the product of condensation and distillation of many ideas

1. **Remember, only prospectors find gold:** the importance is to find the right person able to make contributions.
2. **Be sure that courtship precedes the proposal:** find compatibility between the organizations' activities and the prospects donors.
3. **Personalize the pitch:** get to know more and establish emotional relationship with donors.
4. **If you want bread, you need dough:** donors ask always for the list of other contributors to make sure there are other sources of cash.

5. ***When asking for money, assume consent:*** when approaching a prospect donor assume always he will be making the demanded contribution.
6. ***In written requests, if you can't scan it, can it:*** fund raising letters should be short with ample margins, in other words, easy to read and understand.
7. ***In designing budgets, use the old math:*** display all financial figures and budget items in a clear and simple way that is away from sophisticated new mathematical concepts.
8. ***When in Doubt, communicate in English:*** use clear, simple and short sentences to be more credible.
9. ***Don't take a no personally:*** avoid being sensitive to these type of rejection and convert the word no to the word come back, thus, it may be no this year but yes the year after.
10. ***No matter how many times you said thank you, say it again:*** establish on-going relationship with contributors and mention their contributions in press materials or a special thank you party.

The Concept of **Cost-Benefit** Analysis is a resource-allocation tool used to evaluate programs and investments that can be used by non-profit organizations on the basis of magnitude of discounted benefits and costs.

Cost-Benefit analysis is usually used for different purposes depending on the following factors: The nature of the project, the constraints of public policy and the requirements of the Decision-maker. In practice, cost-benefit analysis is used to verify whether certain expenditure is justifiable from the economic point of view.

The following steps could interpret the general guidelines as to the implementation of this analysis:

First of all, studying the objective function to be maximized.

Second, realizing the constraints placed on the analysis.

Third, deciding what are the costs and benefits to include and how it could be valued.

Fourth, selecting the investment evaluation criterion that will be used in the analysis.

Finally, depicting the appropriate social discount rate.

The end purpose of a Cost-Benefit analysis for a project to be acceptable is that total discounted societal benefits exceed the total discounted societal costs.

Although it is known that the primary objective of Cost-Benefit Analysis is the maximization of society's wealth, several constraints could stand as a barrier in front of the attainment of this objective.

-Physical Constraints represented by a lack of technological and production resources.

-Legal Constraints set by international laws as well as constitutional limits imposed.

-Administrative Constraints when human resources with administrative and technical skills could not be available.

-Distributional Constraints that constitute the incapability of ensuring maximum reach as for the programs offered.

-Political constraints represented by the instability and inefficiency of the political process.

-Budget constraints that is set since all the programs have some absolute financial ceiling above which the program may not be expanded despite the magnitude of social benefits.

Mainly inefficient fund raising programs and lack of trust between prospective donors and the organization due to shortage of fund causes this problem.

Social and religious constraints that arise when demanding, for instance, from Indian to eat the sacred cattle in order to solve their nutritional problems, could be a clear example of those types of constraints.

Volunteerism

Volunteer service has been a part of almost every civilization and society. It can be defined in the broadest terms as the input that individuals make as non-profit, non-wage, non-career action for the well being of their environs, community or society at large in other words; dedication to altruism. Volunteer service takes many forms, from traditional customs of self-help to community-based responses in time of crisis. The concept includes local and national volunteer efforts, as well as bilateral and international programs that operate across national borders. Volunteerism is the basis of much of the activity of non-governmental organizations, professional associations, trade unions and civic organizations. To the Association for Volunteer Services, volunteering must be "free" in two essential respects. First, the service must be done for free, meaning without any financial compensation. An organization may compensate a volunteer for out-of-pocket expenses incurred in volunteering (transportation, uniform, etc.), but if it compensates a volunteer for his time, he is no longer a volunteer. Benefits to the volunteer should be non-monetary (satisfaction, skills, friendships, etc.) Second, the service must be freely offered, and not required by the courts, by a course or graduation requirement, or by an employer. Such required service can appropriately be called "community service", but is less appropriately called "volunteering". AVS (Association for Volunteer Services) is an association that promotes both volunteering and community service, although its primary focus is on volunteering.

Susan J Ellis from Energize, Inc stated that "People volunteer for a wide variety of reasons, especially wanting to help others. But it's also reasonable to want some benefits for the volunteer himself from volunteering. Some people are uncomfortable with the notion that a volunteer "benefits" from doing volunteer work. There is a long tradition of seeing volunteering as a form of charity, based on altruism and selflessness. The best volunteering does involve the desire to serve others, but this does not exclude other motivations, as well. In 2001 the United Nations declared the International Year of the Volunteer. The United Nations Volunteers claims that it "supports sustainable human

development globally through the promotion of volunteerism and the mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It is universal, inclusive, and embraces volunteer action in all its diversity. It values free will, commitment, engagement and solidarity, which are the foundations of volunteerism."

The following is a sample of the numerous policies and initiatives designed to support volunteers in some countries, Nepal has the National Volunteer Development Scheme, the United Kingdom has the Active Community Initiative, and Poland recently enacted legislation related to volunteer rights.

As a result volunteering, among other benefits, helps to create a stable and cohesive society, adds value to the services that government provides, creates social capital, increases social harmony among diverse individuals who volunteer together, and promotes individual volunteer's good health and emotional well being.

In order for non-profit organizations to function normally and achieve its mission and objectives, it always needs to keep a certain number of volunteers being able to devote their time and skills for the well being of society.

Retaining volunteers seems to stand as a challenge for those non-profit organizations, for this reason, it would be helpful and efficient to consider motivational factors that encourage the volunteers to pursue their mission.

The following factors are an example of How to motivate volunteers?

- 1. Make it fun.**
- 2. Provide opportunities for personal and/or professional development.** Teach skills, encourage someone to move from being a committee member to the chair, or suggest a direct service volunteer be considered for a position on the board of directors or an important advisory body.
- 3. Organize projects for competition between like groups.** Such things as access to a favorite young people "watering hole" or restaurant, tickets to events or games would go to members of the winning "team."
- 4. Be sure there are wide ranges of tasks or services.** The non-profit association should have vastly different interests and need many choices.
- 5. Talk to young people about the benefits of the work;** for networking, for future job connection, making a difference in their community, or meeting people with similar interests.
- 6. Flexible scheduling.** Examine those position descriptions and divide up tasks and the way things are done. Consider tasks that could be done in a distance manner using the Internet, small chunks done in evenings and or weekends, jobs shared with another person, or anything that indicated flexibility to the volunteers. The volunteer will tell others in that age brackets how flexible your organization is.

(See in Appendix F Right and Responsibilities of Volunteers)

3.1 Management and Strategies

Whether profit or non-profit, the concept of “organization” remains unchanged.

To give a clear definition, Organization is *any group of people working together to achieve a common purpose or goals that could not be attained by individuals working separately* (**Management, Responsibility for Performance by Peter Hess and Julie Siciliano**).

In this context, each and every organization should develop a mission statement, vision, goals and objectives as well as strategies to be implemented through action programs and activities. This mechanism requires a good management, which consists of *the coordination of human, material, technological and financial resources in order for any organization to achieve its goals*.

Profit and non-profit organizations meet together as to the concept of “organization” and “management”. However, differences may arise between; even two profit organizations or two non-profit organizations in terms of style and way of managing internally those organizations.

The first important issue in management is the “planning process” that shapes the success or failure of any activity undertaken.

To begin with, it seems relevant to give an overview about the steps of a strategic planning process:

- a. Develop a mission statement, goals and objectives
- b. Scan the environment: Internal (strengths and weaknesses)
External (opportunities and threats)
- c. Formulate strategies: Organizational and Functional
- d. Implementation of strategies through programs and activities
- e. Evaluation and Control.

There is no doubt that all profit organizations consider the strategic planning process in all their business move and investments. Here in the case of non-profit organizations. What is the role of planning and how the strategic planning process is executed?

The following part will examine each step in the strategic planning process and find what the differences between the two types of organizations are.

A) Mission Statement

Any type of organization whether working for profit or not should develop a clear statement of mission for its existence, the organization has to specify why it exists, what are its goals and objectives in addition to the norms and values that will shape its activity.

A clear mission statement gives the organization the ability to develop well-defined strategies and execute programs that fit its profile and finally set the first standard for monitoring the efficiency of activities prepared.

For non-profit organizations, the mission statement is different from that of profit corporations since the end-result of the mission of any profit organizations is to grow in earning more money. It is important to mention that a non-profit organization may also earn money but this money is directed toward a public purpose or reserved to solve a social issue.

Besides, the mission statement of a profit organization is clear as to achieve growth and profits, as results, it allows the organization to measure quantitatively its performance in the market through the well-know financial indicators such as Revenues, Net Income, Return on Investment, Market Share. In case of a non-profit organization, the mission statement focus on humanitarian and social values, as a result, it seems difficult to set a yardstick for evaluating the output of its activity.

Non-profit organizations have to be careful in formulating their mission statement since it constitutes their product. The norms and values as well as the goals and objectives are nothing but what the non-profit organization offers to the public.

To illustrate, the Lebanese International Businessman Association Network (L.I.B.A.N) had set a clear mission at all levels and the terms of this mission are what this association actually offers to the public.

The following is the mission of L.I.B.A.N association as stated by its founders:

On the national and international level

- *Creating an interaction between the elite of Lebanese businessmen or of Lebanese origin whether they are based in Lebanon or established elsewhere around the world, as well as with the top local businessmen of every country*
- *Encouraging and stimulating investments in Lebanon, as well as investments in countries of Lebanese emigration.*
- *Reinforcing economic and commercial relations between Lebanon and these countries.*

On the individual level *The association will offer its members based in Lebanon or established abroad as well as its guest members, the following facilities:*

- *Submitting to them projects of investments in Lebanon both in the public and private domains.*
- *Finding correspondents ready to enter into a joint venture or to do business with them.*
- *Assisting as much as possible the interested investors by contributing in opening doors for them both in the public and private sectors.*
- *Inviting its members during a leisure trip abroad to contact the foreign committee of L.I.B.A.N. in order to create a spirit of Fellowship.*

On the humanitarian and social level

- *Creating a major economic force through the solidarity of all its members solely united by their national feelings, as fellow Lebanese compatriots regardless of their religious creeds and political affiliations.*
- *Supporting the young Lebanese immigrants in finding jobs and establishing businesses.*

(Source: L.I.B.A.N official website)

Another example that shows that mission statement of a non-profit organization is the product it offers to the public is GreenPeace which state in its mission that "*Greenpeace is an independent, international campaigning organization, which uses non-violent, creative confrontation to expose global environmental problems and their causes and research the solutions and alternatives to the issues facing our planet and help provide a path for a green and peaceful future*".

From the mission statement, the organization develop its goals, in other words, the end desired result it intends to achieve. The goals have to be specific, meaningful, accepted by others and give them motivation, realistic and precise.

Here, we can start to realize the difference in goal setting between a profit and non-profit organization and a diversion in interests.

B) Stakeholders

The Stakeholders Concept studies the interconnectedness between organizations in terms of exchange of interests and benefits. An organization's stakeholders are groups or individuals that have an interest; a stake or a claim in the organization in terms of what it is offering and how well it is pursuing its operations.

In general, we can identify two types of stakeholders: Internal stakeholders represented by employees, stockholders and the board of directors and external stakeholders that comprise customers, suppliers, local communities, government and the general public.

Here it is essential to ask the following question: Is the concept of stakeholders the same for both profit and non-profit organizations?

In fact, as the stakeholders' concept promotes the idea of interest exchange, it is obvious to say that any existing organization whether profit or not could not exist without these connections.

Thus, any organization cannot be disconnected from its environment for this reason the theory of stakeholders applies to any type of organization. However, some type of stakeholders could not exist in a non-profit organization.

A non-profit organization does not sell any product, thus, there is no customers that buy and pay money in exchange.

A non-profit organization is not a production unit, thus, there is any suppliers to provide raw materials.

A non-profit organization is not incorporated and does not sell shares; as a result, there are no stockholders to expect profits on their investment.

On the other hand, non-profit organizations have employees and board of directors, also they should exist under the government rules and regulations, their activity is directed toward the general public and all those people have a stake in their existence.

Also it is important to mention that if any profit organizations shut down its operations, stakeholders will be affected most probably in terms of financial profit, on the other hand, the end of activity of a non-profit organization have an effect on the people in terms of morality and social welfare.

For this reason, when interviewing many persons from non-profit organizations about the stakeholders' concept, they directly replied that their organization have no stakeholders, the reason is that those people thought directly about profit, but when thinking more about the issue, they start to provide the list of their stakeholders.

The issue of stakeholders in non-profit organizations is subject to many controversies.

There is no doubt that on financial level; there are no direct stakeholders for any non-profit organization. However, if we will think on the indirect economic impact of those organizations, we can find stakeholders. However, on the moral and social level, each and every organization has stakeholders.

To illustrate, Greenpeace organization have programs that are of special interest for public institutions especially the ministry of environment and other environmental agencies since it is active in managing the problem of solid waste. Through its studies, archives and valuable information Greenpeace is a reference for any part who which to conduct a feasibility study in the environmental concern. Moreover, Municipalities can also benefit from the activity of Greenpeace since it is dynamic in environmental public service that helps the regions in dealing with the problem of waste and pollution.

In the case of Junior Achievement, stakeholders are numerous, at the first stage; salaried employees even though their number is not high are one of those stakeholders, the schools and their students who benefits from the educational programs provided.

To be more specific, the school has a stake in Junior Achievement that helps them add more value and raise the standard of their system of education. The student also has a stake in Junior Achievement since it helps him broaden his area of knowledge and increase his learning skills.

Furthermore, and at other stages, **Junior Achievement** and any other organization could have many stakeholders such as Hotels and conference centers where seminars and trainings are held. Junior Achievement has to lease rooms and equipments, provide lunches and coffee breaks for the attendants and all this return a profit for the hotels and conference centers where the organization's activities are taking place.

Similarly, the list of stakeholders of **Bassma** includes all those families that benefit from the services provided by the association: nutrition, medication, education and employment.

In case of the absence of associations such as **Bassma**, the social situation of several families would be deteriorating; the level of poverty will also increase

which leads to a low standard of living in the areas where such an organization is pursuing its service.

Volunteers and members could also be considered as stakeholders, since the organization give them the opportunity to be social activist in addition to the experience, whatever could be, they are getting from the volunteering job.

To conclude, in any way, every non-profit organization has stakeholders and their stake is more directed towards social welfare and human development. However, we can still find some stakeholders who benefit directly in terms of financial profits such as those centers that lease areas for non-profit group to perform their activities whether recreational or for training.

C) SWOT analysis

As we stated before, any organization cannot exist without considering its internal and external environment because at the end the first aim of any organization whether operating for profit or not is to succeed in its mission and achieve its goals.

For this reason the concept of SWOT analysis is highly recommended when setting strategies and preparing programs.

The SWOT analysis stands for the study of the organization's internal environment (strengths and weaknesses) as well as the external environment (opportunities and threats).

Nowadays, some people considered the typical SWOT analysis as an old school; however, all the organizations still consider it in all the planning even though it is not mentioned directly.

In the non-profit organizations world, there are a lot of people who are coming from a managerial and business background; thus, the SWOT analysis theory is present in their way of thinking. But the important factor is that all people managing non-profit organizations and without even knowing consider the analysis of their environment when setting strategies or organizing activities.

It seems obvious that strengths and weaknesses for any non-profit organization is the balance between having a sufficient number of volunteers to be successful and undertake more activities or dealing with a restricted number of people who are willing to give their time for the programs of the organization, on the other side, the balance between having a constant inflow of fund or a weaknesses in raising funds for the organization.

As a result, each and every non-profit organization assess its strengths and weaknesses since its existence is based on activities that requires fund raising and volunteers

Concerning opportunities, **Bassma** considers that every offer or possibility to make an activity feasible could be considered as an opportunity for the organization. For example, some housewives suggest preparing cookies and giving Bassma the responsibility of selling them, this project could be beneficiary as to increasing the number of sources for fund raising.

As for the threats, the political situation may affect the organization in terms of public events, fund raising projects. However, the situation does not prevent Bassma from working closely with their families and pursue their mission with them. Similarly, without knowing the fact, **Rotaract Club** is one of the non-profit associations that work hard on its SWOT analysis. This is could be interpreted through the following:

Rotaract study its strengths and weaknesses by revising the capability of its members and the size of its capital and operate using the available resources

However, the difference between Rotaract Club and a profit-making organizations that it must always tailor its activity toward the resources available, thus, strengths and weaknesses are highly dependant on the human capital. For a profit making, the weakness could be present in a certain technology and would disappear once this technology is improved.

In the same context, when setting plans and strategies, **Junior Achievement** considers indirectly a SWOT analysis study. It always work on its internal organizations through developing a new system of work, for this reason, it recognizes the necessity to hire a full-time salaried employee to take care of all

administrative and office work, as well, volunteers are permanently present in the office to follow-up and assist in the course of daily operations.

When talking about opportunities, Junior Achievement considers that the lack of the programs it offers in school is the first opportunity for her to be considered a leader or a pioneer in its activity. On the other hand, many threats can stand as a barrier in front of Junior Achievement developments. First of all, and similarly to all other non-profit organizations, the shortage of external funding is considered a major threat as to Junior Achievement existence and progress.

There is no doubt that the unstable political situation that aroused in Lebanon following the assassination of ex-prime minister Rafick El Hariri in February 2005 has set its burdens on Junior Achievement and the result was the cancellation of workshops since the schools and after the continuous closing due to national manifestations have been late in their annual programs and not able to afford any training, workshop or activity outside the school's main program.

D) Strategies Formulation and Implementation

When the environment is studied and analyzed, it is the time to start formulating strategies that should align with the mission and objectives and implement those strategies through budgets, programs and procedures.

What is happening in the non-profit world?

In the case of **Greenpeace** where the structure in Lebanon is nothing but functional made up from the four following departments: Campaign, Communication, Fund Raising and Administration. **(Figure 3.1)**

Currently, Greenpeace International is passing through a phase of restructuring. In fact, Greenpeace International is trying to set defined strategies that must be adapted by all local campaigns undertaken by its offices worldwide. In other words, the same goals must be followed by all subsidies and the strategies will cascade from the mother organization to all the regional and national offices.

There is no doubt that all strategies must be tailored toward the need and requirements of each country but Greenpeace from the beginning has concentrated its efforts through launching four standard campaigns where at least two or three of them fit with the country environmental and geographic condition.

At the international level, The International Executive Director is responsible for the management of Greenpeace through setting the strategies and monitoring the activity of all regional and national offices to make sure all goals and objectives are being satisfied.

The IED (International Executive Director) is accountable to the Board of Directors that monitors his managerial activity and the way he is handling the operations.

At the regional level, the senior management team is responsible for monitoring the implementation of objectives and strategies and ensures it fits the international standards.

At the national basis, the offices are operating on the functional level through the on-going programs and activities for instance Lebanon office is responsible to implement the strategies for Lebanon and the Arab world at the functional level.

The Decision-making structure is made on the departmental level, in other words, the head of each department report to his manager called Executive Director in the regional office; the Senior Management team is responsible for integration between the departments and confirms all are following the same strategies.

In case of **Bassma**, the Head of all committees meet with the president and vice-president to formulate the plans and strategies for the coming period

In the weekly meeting, a brief on the type of the project as well as a useful description is given to the members; the committees assigned for the job start their work

Besides, every committee is supposed to prepare an action plan every six months.

The committees have to consider the mission, vision and objectives of the association in order to come up with consistent short-term plans.

At **Junior Achievement**, The executive board through its members takes the responsibility of setting the plans and the strategies. In practice, one or two person may sit together to work on those strategies, but at the end, everything must be subject to discussion between all members to reach a final and coherent plan.

Later, the executive board must present its plan and strategies in front of the Executive committee (formed by 7 persons chosen from the Advisory Board), the executive committee studies the proposal and gives its feedback.

For instance, if Junior Achievement decided to work on an image development long-term project, usually executive board members who are specialized in such an issue work on proposals and when presented to the executive committee, there is also a person in that committee which is a specialist in the marketing and communication field so that professionalism and efficiency are ensured in the work.

Every year, the annual plans and programs are set; besides, short-term plans are put to ensure the right course of activities.

As to the case of **Roraract Club**; the club itself sets the strategies to work for. The Rotary parent club is only responsible to give the moral and financial support.

However, Strategies must be set in compliance with the annual theme set for the year.

In 2005, the theme to work for was "Towards new horizons". Roraract Club Keserwan president state that the annual theme is more symbolic since all the activities conducted would be consistent with it.

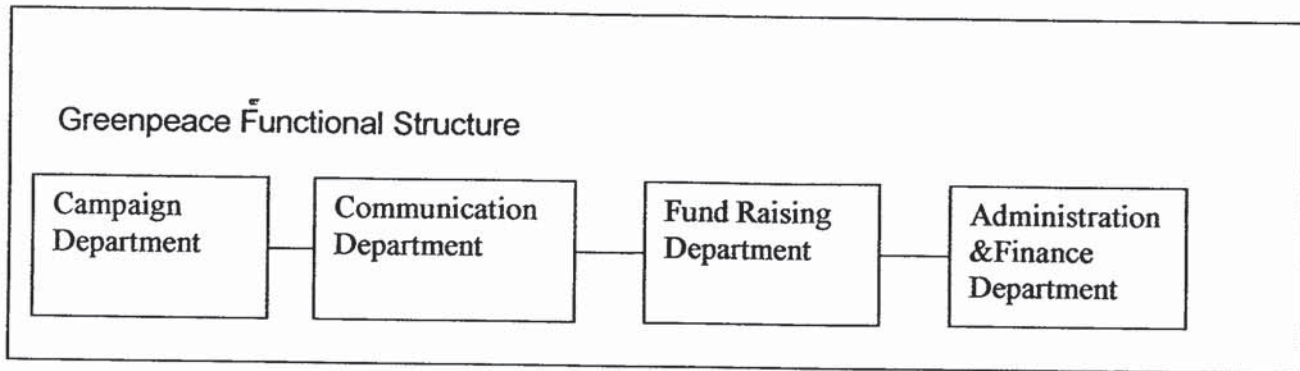


Figure 3.1 Organizational Structure of GreenPeace in Lebanon

E) Evaluation and Control

The role of continuous monitoring is very important since it assess the effectiveness of strategies formulated and implemented and check for their compliance with the organization’s mission and objectives.

Feedback is an enriching tool to evaluate the current status of the organization in comparison to the desired goals and objectives.

It seems useful to stand and look for our performance and try to find alternative plans and solutions to any unfruitful activity.

Although the concept of monitoring is the same for profit and non-profit organizations, the practical world appears a little bit different.

Evaluation processes have many forms and objectives but all reach the same goal: Whether the organization succeeds or not in the implementation of strategies.

In the profit sector, evaluation could lead to concrete results since performance is measured quantitatively through the well-known indicators such as Sales, Market Share, Return on Investment (ROI), Profit margin and many other financial ratios. These numbers could act as indicator to assess the effectiveness of strategies implementation.

To illustrate, Brand manager of Nido milk product can directly evaluate the performance of its sales force through market research to depict sales and market share and based on the given results he can draw conclusions as to the success of operations.

In the non-profit sector, the figures seem different since evaluation procedures are more qualitative, thus, in case non-profit organizations decided to measure their performance quantitatively there is no set of clear indicators and each organization set its own standards of success.

Bassma evaluates its performance in terms of the number of families served. However, this could not be enough to claim that Bassma is operating under high performance and what about fund raising or the number of volunteers or the feedback from the families themselves? As a result, measurement of performance will vary according to a defined set of criteria put by the organization and the role of numbers become less powerful since a lot of activities could not be evaluated but in a qualitative manner.

Despite the way of monitoring the activities, non-profit organizations mainly through responsible and head of committees or groups give a high weight as to the process of control and evaluation and this fact was clearly realized following the interviews with all selected non-profit organizations in this research.

Even from the smallest club (in terms of size and coverage) such as Rotaract to large organization such as Les Scouts du Liban, the process of monitoring and evaluation is highly considered and applied at all stages and levels

In **Rotaract Club-Keserwan**, President and vice-president have both the responsibility to monitor the work of the committees.

The president stated that " usually the project are always chosen in a way that motivate the member, as a result, no one is expected to under perform the tasks required from him". Besides, a continuous follow-up is made through telephone calls, e-mails and mobile messages.

In Lebanon, there is 13 active club supervised by the DRR Maria Pourou.

The VDRR expect from each club to submit report on strategies and projects executed in order to be used as an informative tool for other clubs.

The VDRR meet with the president from all the clubs and discuss all what have been accomplished and what are the future activities to be done.

At **Les Scouts du Liban**, the role of evaluation took a considerable importance in the activities and programs carried out.

As we have stated before Les Scouts du Liban association have under its hat many affiliated groups in all Lebanese regions. Those groups adhere to the association and operate under its rules and regulations. Each of those groups conducts its own activities and outings under the authorization of the association. Now what is the role of evaluation in all this structure?

Suppose a chief of a group of scouts organizes along with his assistants a summer camp of 10 days in one of the Lebanese forests.

First of all, the chief should take an authorization for camping from the association's headquarter called Quartier Général and precise all necessary information's.

(See format of legal authorization in Appendix G).

Now during the camping days, the Quartier Général send two representatives from its part to watch closely the course of the camp and check for the group performance as well as security measures and other related issues. Now inside the camp, the scouts are divided into teams called Patrouilles headed by one person named Chef de Patrouille (CP). Every night, the chief and his assistants meet with the responsible from all the patrouilles to evaluate the course of the camp, issues such are the games, the meals, the performance of scouts are discussed. In case of any inconvenience, corrective actions will be taken and applied the following day. At the end of the camp, an evaluation paper is distributed to all participants to give their opinion on all the issues. The results could be valuable to assess the success of the camp and undertake corrective actions in case of any objection.

Similarly, at the end of all training camps prepared by the association, an evaluation format is distributed to all participants to put on their feedback in order to be able to assess the effectiveness of the camp and draw numbers and statistics.

(See format of evaluation paper from a training camp in Appendix D)

As a result, we can notice that evaluation procedures and follow-up are an essential factor in the activities of the Scouts. Here we can state also that the example already given pertains to a group that operates normally with serious

volunteers. As a result, it is not strange to see other groups that underestimate evaluation due to inefficiency and laziness.

The importance of evaluation can also be seen clearly in any activity or training executed by the **Lebanese Red Cross** where evaluation forms are distributed to participants to serve as an informative and instructive tool for the performance of all activities

At the end of the national convention held by the Lebanese Red Cross-youth section, an evaluation form was prepared for the participants including a detailed assessment as to the opening, the program and logistic matters of the convention. **(See appendix D).**

Another example is **Junior Achievement** where Meetings are held on a weekly basis. In addition, the Executive Director, who is also a full-time salaried employee, is responsible for the follow-up of operations on a daily basis.

According to "**Bassma**", the person responsible for the follow-up is in general the president. However, Bassma is about to consider a new monitoring system

The system is based on creating a special committee to take care of following-up all the activities. "The system may create too much bureaucracy and the volunteers will feel under pressure as if they are working in a company," stated Bassma's President.

Here we can raise an important issue, Bassma's structure and follow-up strategies need to be revised, systems as present in a profit organizations have to be implemented, in the same time, the president are reluctant to put the volunteers in a contest of working as if they are in an ordinary organization. Non-profit organizations promote social welfare; the volunteers are scarifying their time for helping and assisting others without any financial return, as a result, are they able to tolerate being set under continuous follow-up, pressure and evaluation?

Following a survey conducted with a sample of 250 volunteers, results have shown:

Table 3.1 Volunteers' reaction to continuous Follow-up and Evaluation

Are you able to tolerate being set under continuous follow-up, pressure and evaluation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	147	58.8	72.1	72.1
	No	57	22.8	27.9	100.0
	Total	204	81.6	100.0	
Missing	System	46	18.4		
Total		250	100.0		

In fact 72% of volunteers respondents accepted to be set under continuous follow-up and evaluation because it enriches their experience and enhances the efficiency of organizational work and the remaining 28% found themselves unable to be watched and followed-up closely because they liked to act more freely and do not accept being ordered by others.

The result is positive as to the well organization of a non-profit and creates more "professionalism" and seriousness in the work, which enable the organization to better perform its activities.

Another option considered by the president of Bassma to ensure a successful course of activities is selecting the right persons for Heading Committees.

Here, we can identify the situation to any organization whether operating for profit or not, the importance resides in finding the right persons to be efficient in filling a given position. All is needed a hard-working person who understand his duties and responsibilities, regardless of being a salaried employee or a volunteer.

In summary, the selection process is a very important human resources function in all kind of organizations to keep high standards of performance.

3.2 Financial Management

A) The Budget

A budget is considered as a financial plan that states how much money the organization will get and how much it will spend on different programs and activities. In practice, budget is laid out in two sections, the first section is headed with items pertaining to revenues or income and the second one is head with expense items.

Budgeting should be related to the overall planning process of the organizations. The budget gives a clear idea of what resources are available to the organization in order to implement its strategies.

At **Greenpeace**, The budget is prepared on a yearly basis and sent to senior management team that meet and discuss the budget. In practice, GreenPeace Lebanon is not self-sufficient as to the amount raised by local programs, thus, it always rely on the additional amount provided from the regional office.

According to **Rotaract Club** and **Junior Achievement**, The budget is set according to the fund raised from the activities, in other words, as much as money can be obtained from those activities, more social projects are implemented.

Bassma has the general budget for all activities throughout the year.

From this general budget cascade budgets for every family

The Family Head is responsible for managing this budget, thus, he should know how to allocate the amount available for him. The head of family is practically trained on budget allocations to be more efficient when dealing with those matters.

The budget of 2004-2005 for Junior Achievement is shown in table 4.2, this budget includes the amount of money to be needed for executing and managing the organization's programs and activities, this amount of \$145,310 should be raised from donations and constitutes 80% of the budget where the remaining 20% consists of capacity building or profit margin from the last period.

Table 3.2 Junior Achievement :BUDGET 2004-2005

Program Delivery (Personal Economics and special projects)	\$72,810	40.09%
Advocacy and Awareness	\$10,700	5.89%
Administrative	\$49,900	27.47%
Miscellaneous	\$11,900	6.55%
Total Required	\$145,310	80.00%
20% Capacity Building	\$36,328	20.00%
Total Budget 2004-2005	\$181,638	100.00%
Overall Cost/Student		\$40,36
Actual Cost/Student		\$32,29

Finally, **Les Scouts du Liban** set the annual budget and distributes it to the members during the annual assembly that announce the beginning of new scout year.

(See Appendix E).

B) Financial Statements

Financial Statements provide a source of historical and current information about any organization. The three main financial statements are the following:

Balance Sheet

Income Statement

Statement of cash flows

Most of the data used to calculate financial ratios are coming from the above mentioned financial statements that are kept from year to year to make comparisons and future projections.

The balance Sheet represents in accounting picture of the organization's financial position at one instant in time i.e. as of a particular date (last day of the month of the fiscal year). The balance sheet summarizes what the organization owns, what it owes and what is owed to it. In contrast, the income statement reports flows that occurred during an accounting period or between two points in time (often a month or a year). The income statement is usually referred to the statement of revenues and expenditures. It determines whether the organization has a surplus or a deficit by make unusual large expenditures

Now, what differ financial statements in the profit sector from those in non-profit organizations?

Any Balance sheet should include at the first half the **Assets** or what the organization owns and at the other half the **Liabilities** or what the organization owes in addition to a section that differs whether the balance sheet belongs a non-profit and a profit organization.

In the profit sector, Assets should equal liabilities and owner's equity

$$\text{Total Assets} = \text{Total Liabilities} + \text{Stockholders' Equity}$$

The stockholder's equity measures the net worth or the book value computed in accordance with generally accepted accounting procedures (GAAP).

In non-profit organizations, the balance is between assets on one side and Liabilities and fund balance on the other side

$$\text{Total Assets} = \text{Total Liabilities} + \text{Fund Balance}$$

In a non-profit organization, there are no owners and no profits, the fund balance shows the organizations' net worth after all its financial obligations are deducted from all its cash and noncash assets. Thus, the fund balance provides the link to the income statement.

As to the income statement, which calculates the difference between revenues and expenditures, we can find this little difference.

Revenues in a profit-making organization constitutes the profit from Sales of goods and services, in contrast, Revenues in a non-profit association is the source of fund raising that includes: membership fees, donations, grants etc.

(Table 3.3)

**Table 3.3 Junior Achievement :Statement of Conditions till June 30th 2004
(Income Statement)**

Contributions	
Services Offered (Audi Bank)	\$15,000.00
Donations and Fundraising	\$26,352.51
Total Contributions	\$41,352.51
Expenses	
External Charges	\$4,661.93
Personnel Charges	\$7,850.00
Advisory Board	\$444.91
Administrative Charges	\$3,057.50
Program Delivery Training	\$4,400.20
Financial Charges	\$34.29
Logo and printing expenses	\$3,099.00
Fundraising charges	\$2,984.83
Total Expenses	\$26,532.66
Capacity Building Up (profit)	\$14,819.85

3.3 Marketing

The objective of any marketing activity in Lebanese non-profit organizations is directed to serve two main functions

- 1) Fund Raising
- 2) Recruitment of volunteers
- 3) Improving the image of the organization.

First of all, let us examine this comparative model: A profit-making company relies on the marketing concept to educate consumers about the product and its perceived value and position in the market, increase the sales of the product, and create an image for the product and long-term relationship with customers to reach the end objective of making high profit margins. A non-profit organization, in contrast, use the marketing concept to increase "sales" of the idea in order for the public to contribute financially to help the organization pursue its mission and in the same time encourage human participation as volunteers to ensure the well-functioning of the organization.

A) Marketing Communication

Now what are those marketing communication tools used by the non-profit organization to achieve its end results.

The first marketing communication tool well known by the general public is the advertising activity divided into:

- 1) Above-the-Line (ATL) activity: Television, radio and Billboards
- 2) Below-the-Line (BTL) activity: all types of promotional activities.

A profit-making organization usually allocates a given budget for ATL activity on TV and radio.

Due to restrictions on Budget, non-profit organization are unable to invest on a TV production which is considered very costly and far above its budget.

For this reason, Lebanese non-profit organizations are directed to other type of communication tools less expensive and affordable.

However, non-profit organizations are not reluctant to any TV production free offer proposed by advertising agencies and media stations. As a result, media selection is subject to budget constraint and in-kind contributions. **Greenpeace**, for instance, do not allocate a budget for advertising. However, it welcomes any free campaign, which is offered as a gift-in-kind from advertising agencies and house of production as well as TV and Radio Stations. Zero-waste campaign was proposed to advertising agencies and the message was spread for free. Thus, Greenpeace is not selective as to the mean of communication but is willing to accept any offer to spread its messages.

Another example is the TV documentary for the main activities of the **Red Cross** broadcasted on TV stations which is produced and released following the efforts of the members to receive an offer from TV stations to spread the humanitarian message for a large number of viewers.

If not affordable due to budget constraints, this type of media can be used by non-profit organizations indirectly through interviews in certain programs or TV coverage for the events

In fact, due to the large number of activities undertaken by Lebanese non-profit organizations, Local TV stations highlight the event through interviews in social and family programs.

Another tools considered by far less expensive are all below-the-line activities executed by non-profit organizations such as informative flyers and brochures, online websites; call conversations, public relations, and presence in well-known exhibitions.

Besides, conventions and events organized by non-profit organizations also serve as a marketing tool to enhance credibility and efficiency of the organization.

As any other non-profit organization, "**Junior Achievement**" tries to present in the media for free as much as possible. Since the organization is very credible and well known through its programs and sponsors, it doesn't seem difficult to get free media spots, for instance, many newspapers offer press releases for any event organized by Junior Achievement. Junior Achievement has appeared in "Lebanon Opportunities", "L'Orient-Le-Jour", Al Nahar and others. However, Junior Achievement turns to be selective as to the media chosen for two important reasons: If the media is attacking directly or indirectly the values of the organization, for instance, any media shaped and involved with a certain political affiliation would attack the values of Junior Achievement. On the other hand, some media available could not be addressed to the target of Junior Achievement; as a result, it seems inefficient to communicate through it. Here also, we can relate this experience to any profit-making company that work hard as to the media mix selection that fit its target consumers. Junior Achievement has been present in the media effectively with different interviews on local channels such as LBCI, NBN and satellite channels such as "Heya TV". Another type of communication tools undertaken are the presence in the Exhibitions, the annual book, the flyers and the website. Junior Achievement had also reached the outdoor media through the free booking of Unipoles at the Lebanese Highways

Other if we can call them BTL communication tools is: mass mailing, mobile sms and word-of-mouth are highly considered by the organization.

On April 26, 2005 Junior Achievement has organized the "job shadow day". The program consists of selecting a given number of students from the schools that has adopted JA educational programs and try to see what career they like to pursue in the future. According to the profession chosen, those students will get the chance to meet and assist professionals in their work for a whole day.

Radio One sponsors the event in addition to a press conference and distribution of certificates for the participants.

As for exhibitions, Junior Achievement's presence was deemed necessary which made it participate in two educational exhibitions: **ACADEMIA 2003**: held in the Phoenicia Hotel- January 2003, and **FORWARD 2003** held in Biel - March 2003 and 2004. The aim of these events was not only to raise awareness on the importance of the issue of youth employment, and to involve the private sector in the economic education of the future leaders, but also to reach the public eye through most newspapers and TV stations. The organisation also launched a new website which includes all the necessary information.

The media and communication tools considered by Junior Achievement are similar to all those activities of the other selected organizations.

Similarly to Junior Achievement, "**Bassma**" tries always to take part in press releases and magazines articles to highlight its events and activities.

(See Appendix I)

As a result, it is common to receive flyers from the Red Cross, Roataract Club or Les Scouts Du Liban, to reach those groups through their official websites on the Internet.

B) Fund Raising

Fund Raising is considered as a critical issue as to the survival and well being of any non-profit organization since it is the only source that helps it achieve its mission and objectives. For this reason, non-profit organizations must be aware of this fact and prepare appropriate fund raising programs that ensures a good return on this "investment"

Investment at this stage means the physical and human input of members and volunteers to make the selected program as profitable as possible.

If a comparison to be made between profit and non-profit organization in this section, we can say that fund raising in non-profit sector is similar to sales of goods and services in the private sector.

First of all, the product to be sold should be of certain quality and comprise certain features that encourage consumers to spend their money on buying this product or in case of a company providing a kind of services, the organization must be credible and transparent in order for customers give their trust and demand the offered service.

In the same sense, in order for a non-profit organization to raise fund, it must be of a certain standard in terms of transparency and credibility.

In order for contributors to invest their money in such organizations, they must trust those organizations and be sure they are transparent and credible, thus, working hard to fulfill their mission.

As a result, as an organization can target consumers and develop products and services that best serve their profile, non-profit organization must also consider its target donators and try to tailor the activity that best suit their area of interest.

Who is responsible for Fund raising?

In Lebanese non-profit organizations, the Board of Directors or Advisory Board is responsible for raising large amount of funds for the organization; the remaining has to be collected by volunteers and members through programs and activities.

In practice, there are two types of fund raising or contributions:

1) Cash Contribution: the organization receives donations in cash or checks (dollars or Lebanese Pounds) **(Table 3.4)**

2) In-Kind Contributions: the organization gets instead of cash different kind of services such as computer software, office supplies, printing services etc.

(Table 3.5)

Table 3.4 Junior Achievement Cash Contributions For the period of September 2003 to May 2004

Banque Audi	\$25,000
Citibank	\$10,000
Farra Design Center	\$10,000
Visa International	\$7,700
SGBL	\$3,800
JP Morgan Chase Bank	\$1,750
Asmar Wood/Al Tadamon	\$1,000
Mr. Kamal Katra	\$1,000
ALICO	\$1,000
Heinz	\$1,000
Mr. Paul Edde	\$1,000
Merill Lynch	\$1,000
Château Belle vue	\$1,000
Formatech	\$500
Mr. Naji Boutros	\$500
Mrs Helen Hashem	\$500

Table 3.5 In-Kind Contributions offered to Junior Achievement

Mr. Akl Aoun	Time and Information technology services
Mr. Gerard Dahan-Aleph Printing	Printing services-\$2000
Mr. Gilbert Doumit-Beyond	Time and Services
Mrs. Tania Eid-Careers	Boost of the "Go Forward" Exhibit
Mr. Joe Hashem-Profile Software	Accounting Software/PIMS-\$1400
Dr. Talal Jaber -Jaber Law offices	Time and Legal services
Dr. Jattife Lakkis-Lebanese University	Time and Administrative services
Mr. Joseph Maalouf-Rotary Club/ Zahle	Time and Training services
Dr. Mohammad Naffi-Central Bank	Time and Volunteers
PWC-PriceWaterhouse Coopers	Time and Auditing services

Many persons ask this question: Why people contribute to non-profit organizations?

Here we can study the case **GreenPeace**. In fact, People invest their money in Green peace for the following reasons: A person need for self-satisfaction since he finds himself more cooperative and valuable to the society. Second, a special interest in nature considered the source of life. Third, a dream to find a clean and beautiful country that endorses freshness and splendor .Finally, a person's wish to become activist in a way or another since he may not have the time to be an active member, he find the solution through money contribution.

How Lebanese Non-profit organizations raise fund?

GreenPeace international has set a fund raising strategy for itself since its foundation.

This strategy is to not accept any kind of donations from the government and industries.

Since those industries may create an environmental damage and Greenpeace mission is to fight all environmental hazards. The fact of accepting donations from the industries would generate contradictions and lack of transparency

GreenPeace is financed through: Membership fees paid on monthly, quarterly or yearly basis if the amount of contribution exceeds \$5000, the fund raising department conducts an investigation to check for the source of money and the intention behind collaborating with this amount.

Actually contributions are of \$1200 maximum.

The main fund raising program initiated by Greenpeace is recruitment that is made through: Telemarketing, face-to-face, direct dialogue or mailing papers.

The challenge of Fund Raising department would be to retain active people and keep them interested in funding the organization.

Recently, the fund raising department at GreenPeace had the challenge to work on a new system of volunteers' payments.

The system was arranged with all local banks following a year and a half of negotiations

It constitutes of getting the account number of the donator and transferring the amount specified by the donator himself to Greenpeace account.

The first challenge of this system is the fact of asking donators to convey their account number but as the fund raising department of Greenpeace stated: "People who are willing to give and trust the organization will cooperate in any way to help".

Greenpeace had also tried another fund raising program, which is the sponsorship of small events, and on the ground they sponsored the famous film "**The Day after Tomorrow**" with Cinema Empire but Greenpeace found following the experience that such activities require a lot of efforts, incur high cost and the profit are low. As a result, the return on investment from the recruitment program is better.

The fund raising programs at the "**Rotaract Club**" take the form of entertaining projects

Such as: Karaoke Dinner, Beach Party. Etc

Another fund raising activity at Rotaract Club is producing items at a low cost and, one example in this activity is selling annual calendars.

As an essential policy, **Junior Achievement** does not accept any donation shaped by a political purpose. Although everyone is welcomed to help, any political condition set with donations is rejected.

The fund raising programs in "Junior Achievement" are the following:

Personal Contacts initiated by the executive board can serve as a source of funding.

Fund raising is of two sources: Personal and Corporate.

In both ways, a proposal should be submitted highlighting on the history, activity and programs of Junior Achievement. It is important to mention that transparency and credibility of the organization is an asset in any fund raising proposal.

There is a hierarchy in presenting the proposal. If the CEO of a company is present in the meeting, one of the executive committee members should present the proposal.

Another fund raising program is tailored to a specific big project; this is called sponsorship for one big project, for instance City Banks provide the whole financial support for a new educational program.

The annual gala dinner is also of a fund raising purpose although it represents less than 10% of what other fund raising programs provide.

Finally, there is a new type of fund raising program in the process, it is called "Overseas fund". This program is addressed to emigrants to help in the development of social and economic conditions in their country.

Junior Achievement put a target number for the fund raising and work hard to reach this number. This is remind us the target sales set by any profit company and the effort of the sales force to reach the target.

According to "**Bassma**", the association depends on many sponsors that provide in-kind donations such as SGBL Bank that provides its full support through offering a center for Bassma.

ESA offers its halls and theaters for recruitment, diners and its boards always welcome any poster or flyer signed and posted by Bassma.

Other organizations also act as sponsors for Bassma and help through different means.

"**Les Scouts du Liban**" helps "**Bassma**" ensure the necessary nutritional package for its families through the activity of scouts in supermarkets to collect nutritional products as a donation from supermarket's client intercepted at the entrance.

The fund raising programs at Bassma are similar to those undertaken by many Lebanese non-profit organizations; the programs are usually night events such as Gala Diner, Beach Party, Halloween Night and other cultural events such as Theaters.

Here, we can talk about a real case as to the selection of fund raising events, Bassma was adopting a cultural event represented by a piece of theater where a part of the activity's income goes to Bassma's fund. At the time of launching the project in front of the association's volunteer, a great percentage of persons rejected the idea stating that they are not capable to sell their friends and

acquaintances such kind of events ; in this case, who will be Bassma’s target for this type of events?

In the survey conducted with volunteers from different non-profit organizations, a question was drawn on the degree of volunteer’s involvement in fund raising activities

Table 3.6 Volunteers degree of involvement in Fund Raising

Do you consider yourself responsible in any fund raising program?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	139	55.6	68.1	68.1
	No	6	2.4	21.9	71.1
	Maybe	36	14.4	17.6	88.7
	Not Always	23	9.2	11.3	100.0
	Total	204	81.6	100.0	
Missing	System	46	18.4		
Total		250	100.0		

The above table shows that around 68% of volunteers consider themselves fully responsible of raising fund, another 11.3% of volunteers are sometimes involved and nothing but 2.9% is reluctant to fund raising programs in the profit of their organization.

This number is a clear indicator of the volunteer’s willingness to serve and help in the best their non-profit association. But in front of a real fund raising project to which extent those people are willing to devote themselves.

A member from Les Scouts du Liban stated that “At the beginning, and when we decide to organize a fund raising activity such as Gala Dinner, everyone is motivated and wants to work for the project but at the end few numbers of people pursue seriously the work for the activity.” Some reasons are the increasing number of such activities and some volunteers are not encouraged to follow people to buy tickets for an activity.

Another question was directed towards the type of activity where volunteers feel themselves comfortable in terms of selling to the public.

Table 3.7 The types of fund raising programs preferred by volunteers

What type of fund raising program do you prefer in terms of selling to the public?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Movies	24	9.6	11.9	11.9
Theater	6	2.4	3.0	14.9
Parties (Karaoke, Beach, Halloween)	56	22.4	27.9	42.8
Selling items	18	7.2	9.0	51.7
Cultural Events	23	9.2	11.4	63.2
Movies and Parties	20	8.0	10.0	73.1
Movies and selling items	8	3.2	4.0	77.1
Parties and selling items	8	3.2	4.0	81.1
Parties and Cultural Events	11	4.4	5.5	86.6
Movies and theater	14	5.6	7.0	93.5
Theater and cultural events	3	1.2	1.5	95.0
Cultural events and selling items	3	1.2	1.5	96.5
All types of programs	6	2.4	3.0	99.5
Big Projects	1	.4	.5	100.0
Total	201	80.4	100.0	
Missing				
System	49	19.6		
Total	250	100.0		

Results from the above table show that Parties are the most favorable fund raising activity in terms of selling to the public (27.9%). The second most favorable activity is movies (11.9%) and other 10% of respondents prefer both Parties and Movies.

In fact, when it comes to a “Beach Party” or a “Karaoke Night”, the sale of tickets will be higher than in case of selling tickets for cultural events.

The reasons for this would be attributed to several factors:

In case of Bassma, for example, Volunteers in the association are usually young; as a result, their friends and acquaintances that are considered the primary target for sale prefer those types of events. On the other hand, this age group has usually a restricted income to allocate for donations, thus, those people prefer to choose programs that are, besides their contribution to society, of personal interests in addition that Lebanese youth donators are not culturally oriented.

In general, fund raising programs requires a lot of effort from the part of the organization, the event becomes the product to sell, some people buy tickets because they want to help anyway, some people buy because they trust the organization and believe in its mission and others buy tickets only because of the event itself.

Whatever the purpose is, the organization may benefit in all ways from those contributors that will make a fund raising program successful.

At “**Lebanese Red Cross-Youth Section**” there are also several types of fund raising sources.

A-External Fund

- 1) Mutual agreement with Norwegian Red Cross to wholly finance the program of prisons rehabilitation
- 2) CICR gives also donations in case the proposed project is included in its policy
- 3) International Federation of Red Cross also finance projects that are in compliance with its vision and strategies

B-Internal Fund

1) The annual fund raising activity in May: Volunteers are spread on the roads to collect money directly from the public

2) Selling items such as pencils, mugs, calendars etc.

For instance the unit cost of a mug is 350 L.L. and the Red Cross sell it for 1500L.L. securing 1150L.L. of profit on each unit sold.

3) Lebanese Organizations can also be a source of fund for the Lebanese Red Cross

4) Individual Contributors: Wealthy individuals provide cash and in-kind contributions to the centers such as Ambulances and Automobile

(See appendix H)

5) Other activities such cleaning cars and selling cinema tickets or Tombola

For the first aid centers: Fund is mainly raised from External contributions, Lebanese Wealthy individuals, May annual fund raising activity in addition to ministry of government that contributes in terms of salaries for full-timers and a part of fuel expenses.

Similarly "**Les Scouts du Liban**" association is financed from donations offered by private organizations, wealthy individuals. Second, the membership fees supposed to be paid by each group and the contributions of ex-members in the association.

Besides, Les Scouts du Liban imposes on all the groups affiliated to the association to pay 10% of the amount raised from any project. However, not all the groups are responsive in this issue, which makes the association suffer some troubles in terms of fund raising.

On the other hand, the issue of misuse of fund can play as a major threat as to the wealth of some non-profit organization and we can watch cases whereby some members or boards have stolen the money allocated to fund raising and used it for personal interests. Here also the problem can be aggravated if the misuse become permanent while the donators are not watching any improvement in the organization, thus, the amount of fund raised will start to decrease leading to a shortage of fund.

Several scenarios can play around the issue of misusing fund

First of all, misuse may be hidden by several means and those people stealing the money may be presenting several causes for the shortage of fund. As a result, they will keep receiving benefits on behalf of the humanitarian and social mission adopted by the organization.

On the other side, as we said before, members in the organizations may realise that there is a misuse and they may undertake corrective actions by revising the status of those people stealing and if possible push them to resign from their responsibilities.

Last but not least, donors and contributors would be realising that they are putting their money in certain places without noticing any improvement in the situation of the aided organizations. As a result, they would prefer to contribute in other places or maybe they will lose trust in this type of organizations and decided to stop donations anyway.

Every year, several aids and donations are given from France, United States and other countries in the purpose of helping non-profit organizations and developing social and humanitarian programs. But the question remains are all the amounts fully allocated for this purpose?

Several factors such as psychological, social and moral would be playing role in the issue of people misusing fund. However, if non-profit organizations have to function in a healthy way, it must be managed away from those habits. But, how can we control this issue?

Some part can be solved by addicting to moral and ethical values of the members and the other part can be solved through a well-structured system of control and follow-up. At the end, we can never guarantee 100% absence of misusing fund.

C) Human Resources Function

The main function of Human Resources in the organizations is the recruitment; selection and hiring of employees and this function could apply to all employees in the private and governmental sector as well as salaried employees in non-

profit organizations. In addition, the human resources unit should be responsible for performance appraisal, skills updating and motivation issues.

In the case of "**Greenpeace**", the HR function is centralized in Amsterdam; it is responsible for evaluating the staff performance all over the year

The Senior Management Team undertakes bimonthly evaluation through performance appraisal system. Check if monthly objectives are satisfied.

The recruitment strategies are similar to any other organization; vacancies are posted in recruitment agencies, newspapers and Internet. However, the selection strategy sound different since the team must operate in a complete harmony with the organization's workers, the team's advice on the selected person is highly appreciated.

For GreenPeace, interviews are conducted in different manners: The senior manager will come and make appointments or the potential employee will travel to the regional office to make the interview or simply the person is invited to a call conversation interview.

Once hired, people are assessed through different evaluation processes

Salaries levels in non-profit organization are in general lower than those in profit-making companies. However, non-profit organizations are growing and gaining more weight in terms of role and importance, thus, there is a lot of potential for those working there.

Similarly at "**Junior Achievement**" in case of the salaried employees, the recruitment and selection strategies are similar to any other organization. In fact, job vacancies are posted in the newspapers and the Internet, the applicants should sit for an interview with one member of the executive committee, usually the person responsible for human recourses consultancy and training programs.

This person is in charge to recruit the appropriate person. However, in case of a non-profit organization where teamwork is always prevailing, the selection of this person should be more careful since that person's profile must fit with the group of volunteers.

But how can this human resources function be applied to volunteers?

It seems obvious that non-profit organizations work on more appealing recruitment techniques to acquire a great number of volunteers.

In the profit sector, traditional techniques such as newspapers ads and recruitment agencies are more than enough for the recruitment process since people usually are themselves striving to get a given position because of the high unemployment rate prevailing in the country but for people to be able to work for free as volunteers something more attractive should be included in the recruitment process.

As we already mentioned, "**Les Scouts Du Liban**" is formed by several number of groups. Each group at the beginning of every scout year has to recruit new members to enhance continuity and growth of the group. In fact, several recruitment techniques especially audio-visual presentations turned to be successful in attracting a large number of persons.

Power point presentations, which combine short sentences and a lot of appealing pictures, play an important role to raise the attention of viewers. Video Clips and Short films are also considered as an efficient tool that has a positive effect on the audience when scenes and music are very well selected.

Other types of recruitment techniques include decorative stands and competitive games that motivate students and encourage them to join the group and be part of the Scouts club.

As a Marketing tool or way to communicate who is "**Rotaract**", the introductory meeting serves as an effective mean to approach prospects.

The Introductory Meeting is prepared on a professional basis, Invitation cards are sent to prospects usually selected from the friends and acquaintances of actual members. During the session a slideshow consisting of a PowerPoint presentation with appealing pictures is presented.

This method gives the prospects an idea about the club since visuals are considered an efficient approach to generate interest in joining the club.

Another way of marketing and recruitment tools is Feu de Camp night that took place in one of the forest of Kfardebian. This event was prepared to promote the kind of relationship between members and the type of entertaining activities that the club may undertake.

Recruitment of volunteers could also be achieved in the Internet through online registration such as the case of Bassma (See Appendix K).

At the "**Lebanese Red Cross**", each sector can have its own recruitment methods but in the practical side, all the sectors have similar recruitment approaches: Announcements are made in religious sites, Posters are hanged at the universities and Educational institutes, brochures are distributed to the mass in certain areas.

In the Second phase, potential volunteers are invited to attend a session that give an overview about the history of Lebanese red Cross, its activities and the importance of being a member in this organization, volunteers also speak about their own experience and the role of Red Cross in their life.

The Selection process

Although their work is based on personal will and choice and they are scarifying their time for the public interests, volunteers in some non-profit organizations are also subject to selection procedures if its is found that their conduct and performance are not compatible with the organization's principles.

In the policy of "**Les Scouts du Liban**", it is preferable not to fire any member but there is always a cases where people are inefficient and unproductive and even do not care about the organization or deviate from the values and beliefs, in this situation, it sounds appropriate to ask them to quit the group after giving the person more than a chance to change his attitude and improve himself.

In an other case, how the prospect becomes a member at Rotaract?

During the first phase, the potential member begin to attend meeting as a guest, this may remind us the three month probation period of an employee sitting for a new job.

If the Club found that this person is productive and motivated to be involved in the projects and activities, this person turns to be a pinning member to be later considered as a member who is obliged to pay membership fees and attend regularly the official meetings.

At the “**Lebanese Red Cross**”, the selection procedure follows serious phases:
In case of Youth section: the center usually welcome after a recruitment activity around 70 persons during the first meeting, automatically this number decrease to 50 persons in the next meeting, following an interview with the executive committee of the center the number will become 35 from which 25 to 30 persons can be considered as active members. (On yearly basis).

At “**Junior Achievement**”, there are two types of Human Capital:

Salaried Employees, which are actually at a number of two but the organization, is planning to grow and create additional full-time positions.

Volunteers that are formed by all the people that give their time to pursue the programs and activities of the organization without any financial return.

Any task to be performed efficiently requires training and development.

One of the most crucial human resources function is directed towards volunteers who are considered the most important wheel as to the course of activities.

Volunteers are given all the support interpreted by training, follow-up and rewards.

To begin with, the volunteers at Junior Achievement follow very enriched training programs that offer them all the necessary skills to execute the educational programs provided by the organization.

The training program, in general, includes the following courses: Communication skills

Students Characteristics, Facilitations skills.

The educational programs are offered by Junior Achievement.

The Training usually took the form of courses and workshops.

Once the volunteer get the package to begin his fieldwork, Junior Achievement will assist him through a continuous follow-up on his performance.

At the end, Junior Achievement works on the organization of an acknowledgment event where certificates are distributed to volunteers.

In 2003-2004, Junior Achievement had around 11 training workshops, designed for 220 professionals, executives and managers who developed their communication skills to deliver their knowledge to about 3000 students.

Training programs are very instructive at **Greenpeace** since it prepares everybody to be well educated in the environmental field.

The type of Training programs initiated at Greenpeace are the following:

Introduction to Greenpeace: The lecture covers Greenpeace organization: History, Mission, Objectives, Activities, and Policies etc.

Monthly Training for the action team is provided by the campaign department such as Training given on solid waste or zero waste programs and Training on the methods and the mechanics of recruitment.

“Bassma” is also one of the organizations that realized the importance of training for the success of its operations. Volunteers should acquire certain skills enabling them give better results. For this reason, the HR function has the responsibility to get free seminars on sociology, communication skills and other related topics that are considered fundamental in the type of Bassma’s Activity.

At the **“Red Cross”**, Workshops are available to train volunteers, such as preparing trainers, diffusion and dissimulation and First aid training sessions

Specialized training sessions are also existant such as Handicapped and their social inclusion, reformation of prisoners, environment and health, the role of youth in natural disasters and training about conflict resolution and Awareness sessions on **“AIDS”** and traffic safety

Table 3.8 shows the number of participants in training sessions from all the Lebanese regions. In fact around 2524 Lebanese persons have set to a training session, thus, adding more knowledge and experience to their personal development. As a result, these figures highlight the service of instruction non-profit organizations are offering to the citizens.

Table 3.8 Training Sessions-Youth section 2003

District	Participants
Beirut	675
Mount of Lebanon	809
North	64
Bekaa	84
South	169
Administration	723
Total	2524

Volunteering in Lebanon

In Lebanon, there are a lot of people that present themselves as volunteer in serving in more than one non-profit organization.

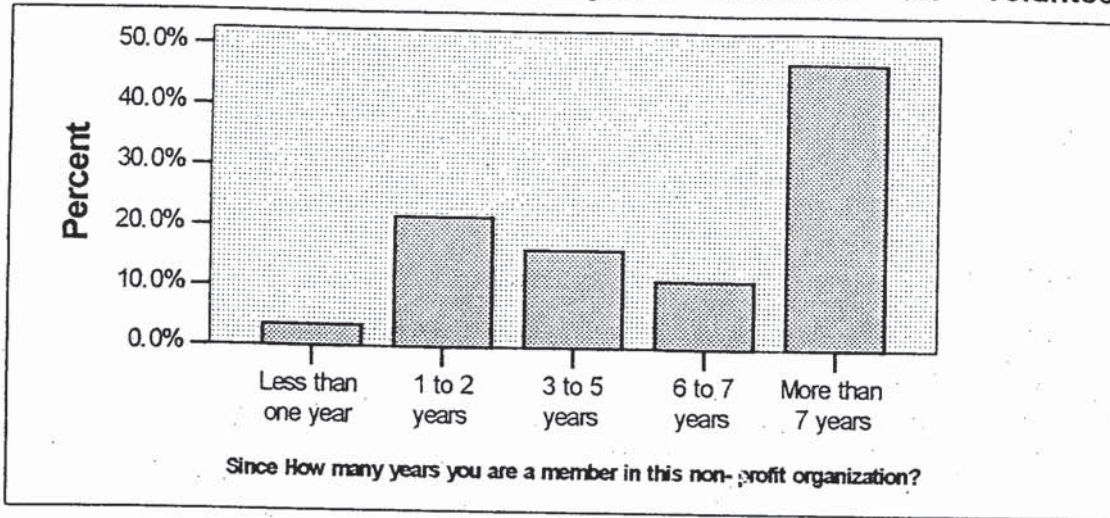
In our survey we found that a lot of persons have served as volunteers for many years and still active as if it is their first year of activity

Table 3.9 The number of years dedicated for volunteering

Since How many years you are a member in this non-profit organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than one year	7	2.8	3.4	3.4
	1 to 2 years	44	17.6	21.6	25.0
	3 to 5 years	33	13.2	16.2	41.2
	6 to 7 years	23	9.2	11.3	52.5
	More than 7 years	97	38.8	47.5	100.0
	Total	204	81.6	100.0	
Missing	System	46	18.4		
Total		250	100.0		

Figure 3.2 The number of years dedicated for volunteering



From the above results, we can find that around 47% of respondents have been serving as volunteers for more than 7 years and still active which shows a loyalty and satisfaction in the volunteering job. However, many barriers stand in front of volunteers throughout their years of service that oblige them to lessen their performance.

The survey shows different type of those barriers as stated by respondents.

Table 3.10 Types of Barriers in Volunteering job

What type of barriers would prevent you from pursuing your job as volunteer?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of time	22	8.8	10.8	10.8
	Work	13	5.2	6.4	17.2
	Studies	56	22.4	27.5	44.6
	Family concerns	6	2.4	2.9	47.5
	Friends and Entertainment	1	.4	.5	48.0
	Lack of Motivation	9	3.6	4.4	52.5
	Lot of pressures	3	1.2	1.5	53.9
	Health Status	5	2.0	2.5	56.4
	Work and studies	22	8.8	10.8	67.2
	Work and family concerns	13	5.2	6.4	73.5
	Studies and family concerns	8	3.2	3.9	77.5
	Studies and Entertainment	7	2.8	3.4	80.9
	None	25	10.0	12.3	93.1
	Traveling	14	5.6	6.9	100.0
	Total	204	81.6	100.0	
Missing	System	46	18.4		
Total		250	100.0		

Lack of time that should be divided between work or study, family concerns and personal entertainment is a natural barrier in front of volunteers. Usually, volunteers are active in their youth age but still have the load of studies to prevent them from giving their time fully (27.5%) at a later age, volunteers begin to work and here the problem become aggravated because there is no flexible time because some people are obliged to work and study at the same time (10.8%). On the other hand, some people succeed in well managing their time and organizing their schedule up to a point to consider that nothing (at least if there is non sickness or other abnormal issue) could prevent them from pursuing their volunteer job.

The problem faced with volunteers at Junior Achievement is the lack of time or the inconsistency with the schedule since all the work of volunteers should be in the schools during teaching hours and this is could be inappropriate for the people who are working.

In order to be responsive to all situation and for the sake of the programs 'success, Junior Achievement have been working on the following system: To contact the superior's of volunteers at the workplaces and take a permission for them to leave for an hour or two to give their lectures in schools. This system could not be considered 100 percent efficient but it could be helpful as to the facilitation of volunteers' work.

At Greenpeace, volunteers or activist are considered as a continuity for the staff Their work would be in one of the following area: with the activist team or research team, in the communication department (via media or internet) or in office work such as archiving, data entry.

Some universities are sending students to make internship in such organizations. Given the barriers discussed previously, we find that some people are eager to make a lot of sacrifice for the service of their community. In our survey, we have tested the readiness of volunteers as to put pressures on themselves to accomplish their responsibilities.

Table 3.11 Volunteers ability to put pressures on themselves

Are you able to put pressures on yourself or simply offer the free time available?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Put pressures on himself	120	48.0	58.8	58.8
	Offer the free time available	84	33.6	41.2	100.0
	Total	204	81.6	100.0	
Missing	System	46	18.4		
Total		250	100.0		

According to the above results, we find that 58.8% of volunteers are able to put pressure for the sole purpose of serving the public while 41.2% are simply offering their free time available if more than the half of our sample is aware of the issue of sacrifice, this fact would turn to have a positive effect on the well being of non-profit association in terms of the distinctiveness of human resources available.

However, the issue of pressure is completely relative and depends on the case of each volunteer.

It is agreed upon that non-profit organizations do not offer any financial gain; as a result what could be the remuneration, in the opinion of volunteers that fulfill a certain need inside them.

Table 3.12 The types of remuneration offered by volunteering job
Since there is no financial gain, what kind of remuneration volunteer job offers to you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Self-satisfaction	48	19.2	23.5	23.5
	Having Fun	13	5.2	6.4	29.9
	Feeling Useful	8	3.2	3.9	33.8
	Making others Happy	12	4.8	5.9	39.7
	Developing personality	4	1.6	2.0	41.7
	Developing social activity	18	7.2	8.8	50.5
	Acquiring friends	23	9.2	11.3	61.8
	Getting experience	18	7.2	8.8	70.6
	Development in all its meanings	22	8.8	10.8	81.4
	Feeling useful and making others happy	25	10.0	12.3	93.6
	Self-confidence	9	3.6	4.4	98.0
	Being a responsible person	4	1.6	2.0	100.0
	Total	204	81.6	100.0	
Missing	System	46	18.4		
Total		250	100.0		

According to the above results, the majority of volunteers find in this activity a self-satisfaction (23.3%), on the other hand 12.3% are feeling useful when serving others and making them happy, 11.3% find their remuneration in acquiring new friends and 10.8% find the volunteer job a development in all its meanings: personal, social, educational etc

The moral and emotional benefits combined with new experience could sometimes replace the financial remuneration. However, the economic situation and unemployment make some people more worried to satisfy their basic needs, thus, they are obliged to allocate their time in work to be able to earn money and respond to social demands.

Motivation

In the same context, the survey tackles the issue of motivation, which is an important stimulus to retain volunteers and make them give the best for the organization.

Table 3.13 Motivation to pursue volunteerism

What motivates you to pursue your volunteer job in the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Friendship atmosphere and teamwork	29	11.6	14.7	14.7
	Feeling useful and satisfied in making others happy	63	25.2	32.0	46.7
	Continuous self-satisfaction	19	7.6	9.6	56.3
	Enthusiasm to make the world a better place	7	2.8	3.6	59.9
	Faith in God	9	3.6	4.6	64.5
	Continuous follow-up and encouragement	4	1.6	2.0	66.5
	Funny activities and friendship atmosphere	24	9.6	12.2	78.7
	On-going experience	15	6.0	7.6	86.3
	Social and personal contacts	9	3.6	4.6	90.9
	People working with	18	7.2	9.1	100.0
	Total	197	78.8	100.0	
Missing	System	53	21.2		
Total		250	100.0		

The above table shows that 32% of volunteers are motivated since they are feeling useful and satisfied in making others happy, 14.7% of them are motivated by the friendship atmosphere and teamwork, similarly, 12.2% favor funny activities and friendship atmosphere while 9% are motivated when seeing happiness in the face of people working with and 7.6% are interested in the on-going experience they are getting from the volunteer job.

What are the factors that motivate a person to be a volunteer at **Junior Achievement**?

First of all, the transparency and credibility of the organization give the volunteer the initiative to work for a reputed and successful organization.

Besides, the volunteer is getting a full training that may be considered as a benefit for him on the personal and intellectual level..

Also, the volunteer will get self-confidence and a rich experience by entering to the classrooms and giving lectures to the students.

Moreover, the volunteer will create a network of friends and connections that may be helpful and important for him at all levels.

Finally, the reward system present at Junior Achievement gives the volunteer the enthusiasm and incentive to give from his time to this organization and to experience the sense of belonging.

Volunteers are motivated to be a member of **Rotaract Club** for several reasons.

First of all, the relationship between the members characterized by an atmosphere of friendship and brotherhood will push many people to belong to the club.

Second, the type of activities in itself is a motivating factor to the member since they find a pleasure and comfortability in the execution.

Third, the leadership skills that the member will acquire during workshops, seminars and project preparations will help him in developing those types of skills.

Fourth, the openness to other culture since the club gives it members the opportunity to meet people from abroad.

At **Greenpeace**, there are several ways that play an important role as to the motivation of volunteer:

First of all, volunteer have an interest to be part of such a well-know organization, as a result, this experience provide them a lot of benefits on social and personal level.

In addition, Greenpeace staff tries to always give the volunteer a precise job and make him/her responsible for his/her assignments through continuous follow-up

Furthermore, every volunteer is given a responsibility that fits his profile and skills. This fact make volunteers more comfortable and create efficiency in the operations since very one is mastering his part of work

On the other hand, we find that a certain number of volunteer is quitting the organization due to the social and economic conditions that oblige him to work hardly for financial returns.

Table 3.14 Reasons for Leaving the organization

For what reasons did you left the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lack of time	11	4.4	28.2	28.2
	Lack of motivation	8	3.2	20.5	48.7
	Work constraints	5	2.0	12.8	61.5
	Studies Constraints	8	3.2	20.5	82.1
	Personal accident	5	2.0	12.8	94.9
	Traveling	2	.8	5.1	100.0
	Total	39	15.6	100.0	
Missing	System	211	84.4		
Total		250	100.0		

The above table gives you an idea about the reasons of leaving the non-profit organizations in fact 28.2% of respondents have left the organization due to lack of time

The lack of time could also be interpreted by work constraints (12.8%) or Studies constraints (20.5%). Other people have left their volunteer job due to personal accident (12.8%) or Traveling (5.1%).

3.4) Social Impact and Economic Contributions

The economic situation in Lebanon continues to be unfavorable, leading to widening disparities between the rich and the poor, increased rates of unemployment (around 20%), and weak marketing of industrial and agricultural products.

The countries external debt has forced the government to dedicate approximately 70% of its public revenues to service the public debt instead of financing public services. The environment in Lebanon is in a deteriorating state due to years of neglect. Perspectives on environmental protection and preservation have not progressed. This has resulted in polluted air, soil, rivers, and beaches, open dumping, and lack of control on industrial emissions. This is coupled with a lack of government investment in remedies

As a response to the challenges facing the country, Non-profit associations seems playing a role to invest in remedies. But all the efforts realised by those associations is subject to the amount of aid and fund raising programs as mentionned earlier.

The social Impact and Economic Contributions of Lebanese non-profit organizations could be perceived by the activities and the programs it undertakes on the Lebanese territories to give the best service and an ideal care for the community.

Let's begin this section by the following recent case

The USAID program is helping the people of Lebanon improve their standard of living, protect their environment and health, and address their legal rights as citizens. It is also promoting humanitarian assistance.

Through financing a number of NGOs, foundations and universities, The USAID/Lebanon programs address the economic, political and environmental challenges the country is facing.

In October 2005, USAID under the Small Awards Program offered \$33,000 to The Friends of the Public School/Paradis d'Enfants in Jounieh to procure equipment in order to improve the educational services and facilities of the school.

The USAID's donation will benefit more than 600 students, aged between 3 and 12 years old, and enrolled at the school,

The non-profit school has purchased equipment such as classroom furniture, educational and multimedia materials to enhance the services

USAID/Lebanon has also signed agreements with 6 non-profit organizations with a total amount of \$166 million at the U.S embassy during the month of October 2005.

These organizations work in the fields of special education, vocational training, basic education, care for the mentally and physically challenged, access to information technology, and medical services.

USAID had also efforts in the promotion of local tourism through a training workshop conducted by MercyCorp.targeting sixteen local tourism committees in the areas of Hasbaya-Marjayoun in Nabatiyeh in summer 2005. The project falls under USAID's efforts at revitalizing South Lebanon through rehabilitating and promoting tourist attraction sites in the district of Hasbaya-Marjayoun.

Another project financed by USAID through the Cooperative Housing Fund was the training delivered to banana farmers on banana harvesting and post-harvesting techniques at the project site in Saida (South Lebanon) .The training sessions targeted 46 farmers in October 2005. this initiative was nothing but on the of effort carried by non-profit world to help the economy, in the previous case, the agricultural sector that can lead, if given sufficient support, one of the most important sources of national income since the surplus of our agricultural products could be exported, thus, affecting positively the balance of trade.

Here we can start to notice that the term of "third sector" mentioned at the beginning of this research is more clearly defined through the above examples. As we said, non-profit organisations existed to fill the gap leaved by both private and governmental sector.

The government is absent when we consider the case of poor families carried by Bassma and what role can play the private sector? From this point we can stress on the role played by our non-profit associations to relieve part of social and economic discrepancies.

Here, we can talk about the interesting case of the projet of WRF-Lebanon (*World Rehabilitation fund*) in South Lebanon. This project seems to have positive social and economic impact on all its partners. As we said in the first chapter WRF-Lebanon have been working within the contest of humanitarian mine action programs on a project to assist landmine survivors by expanding their income through creating opportunities to work in the agricultural production. The activity consists of raising poultry for egg production, beekeeping for honey production as well as cultivating medicinal herbs for production of green herbs and essential oils. All the products are branded under the name of **B.Balady** and sold in the lebanese marketplace, on the other hand,, a cooperative formed of landmine survivors has been created and supported with assistance and direct monitoring and supervision from WRF to ensure success and sustainability for the project the role of the COOP includes administrative, technical, marketing and sales, and accounting services to its members who are landmine survivors. Here we can have the opportunity to mention that landmine survivors include living individuals injured by landmines and their dependents; as well as dependent family members of individuals killed by landmines.

First of all, how the project was born?

Following a study conducted by LMRC center-University of Balamand figures showed that more than 2848 individuals were affected by landmines, 380 individuals of them are living in Jezzine district.

As a result ,USAID (United States Agency for International Development) and LWVF (Leahy War Victim Fund) s giving WRF-Lebanon all financial resources to fund "Jezzine Project" to benefit landmine survivors and their dependants.

This action is completely funded by the above mentionned non-profit associations.However, we can realise that in this case is included the operation of sales considered as the most important function in the profit sector, thus, how a non-profit associations can be involved to this extent, in marketing and sales since all agricultural products are distributed in the lebanese marketplace?

In fact, the sole answer to this question is the following: WRF-Lebanon is giving farmers all necessary materials, resources and know-how to produce their agricultural output.

Till now, more than 49 training sessions are given on beekeeping, poultry and herb cultivation and 40 training sessions on management, accounting and other secretarial works to all the people working in the cooperative created for the project. All the proceeds from the sales of the agricultural products serve as income to landmine survivors, salaries and administrative expenses in the cooperative as well as salaries for the staff working on marketing and distribution of the products. At the end, the mission of the project is to benefit landmine survivors and increase their income, thus, improve their standard of living, as a result, the function of sales is completely directed to serve this social and economic purpose

Besides raising the standard of living of landmine survivors, the project has a positive economic impact since it helps in the improvement of the agricultural sector in certain areas through infusing improved agricultural techniques, enhancing natural production and introducing healthy product in the market, in other words, increasing agricultural productivity and giving some support to the agriculture sector of our lebanese economy.

As we said, the farmers are given all the support to produce **B.Balady** products. However, the challenge remains in the sales and marketing department since at this level people working there have both responsibilities, first, to well introduce these products in the market, develop a well-structured marketing plan, increase product awareness and push sales as much as possible and second, to be able to generate profits to help landmine survivors. The aim of the project is to help all the partners to produce by themselves and earn profits to be able to make an auto fund raising.

Achievements of the project on the beneficiary level are as follows:

1-Economic level: the average income per beneficiary is

Poultry: 302\$/month

Beekeeping: 666\$/season

Herbs: 116\$/season.

2-Social level: it is known that positive social impacts of this project are numerous:

First of all, moral and humanitarian benefits to those people affected by war consequences.

Second, community mobilization activities through all social programs undertaken by the cooperative to help people in need and give them social recognition and acceptable standard of living.

At the end, we can see what non-profit associations can do to support our society and our economy through the treatment of some problems that seems the obligation and responsibility of the government.

The following section gives some examples of the social activities held by our selected sample of non-profit organizations. These activities are tailored to the most needy persons in our Lebanese society and we will notice the social impact of non-profit organizations working for the sake of social welfare

Red Cross-Youth section programs

Reformatory and jails programs:

This program trains motivated young people from the youth department to be able to help prisoners and to improve their conditions also it provides them with necessary information to survive in a clean environment and be able to reintegrate in society.

The program focuses on regular visits to jails and reformatory schools, organization of cultural programs, Social awareness and acquiring new artisan skills.

Environmental Activities:

These activities aim to spread right environmental attitude in society through establishing communication and coordination between the parties concerned with environmental issues, preparing environmental based camps for youth, planting and cleaning in several poor areas and villages etc

Programs for the Handicapped:

The program is called "Rifket Darb "addressed to blind persons

"All people have right to live in dignity "is one basic right for human being that should be taken a part in our society. " Rifket Darb" has joined Blind People to satisfy their needs in terms of outings, readings, shopping and others.

AUB youth club has put into service a Library for Blind People: the library is very well organized to help blind persons pursuing their education.

Organization of Sport activities such as the yearly marathon for handicapped persons from all organizations that take care of handicapped persons under the supervision of professional judges.

Children Program:

Summer Camps to provide children with all cultural, educative and recreational activities.

Awareness Programs including a variety of activities such as Traffic Safety, Children Rights, Smoking health effects, Language courses for poor children and regular visits and support for elderly people.

The following table shows that a significant number of people in need receive the benefits provided by the Red Cross Social Programs.

Table 3.15 Lebanese Red Cross-Youth sector Report 2003

District	Children		Handicapped		Elderly	
	Beneficiaries	Participants	Beneficiaries	Participants	Beneficiaries	Participants
Beirut	6151	778	1194	572	1789	365
Mount Lebanon	11461	732	413	99	1715	568
North	2700	484	200	30	254	100
Bekaa	4984	574	488	132	207	105
South	3695	662	215	62	342	109
Total	28991	3230	2510	895	4307	1247

Similarly, table 4.16 gives a clear idea on the number of beneficiaries and participants in social, cultural, environmental and health activities for the year 2003.

Table 3.16 Lebanese Red Cross-Youth Section Social, Cultural, environmental and Health activities for 2003

District	Beneficiaries	Participants
Beirut	6291	833
Mount of Lebanon	3684	870
North	2460	185
Bekaa	14255	647
South	4931	454
Total	31621	2989

The action of Les **Scouts du Liban** throughout its different affiliated group is always concerned about social welfare for this reason we can find that scouts groups are always trying to make a balance between social and recreational activities.

On the social level, visits are made to elderly people where scouts prepare for those people entertaining programs in addition to gifts and different types of aid. Concerns about children are also present where different scout activities are directed towards orphans and poor children. Since the scout is present to serve everybody, helping families in deprived situation is one of the services that scouts groups are always ready to achieve.

To name few other examples, the group scout of Jamhour School has taken in 2004 the responsibility of restoration of Bekaakafra Public School to help students receive a proper education in a normal and safe building.

The group scout of SSCC/Sioufi take in charge to help Bassma Association ensuring the proper quantities of alimentation to its deprived families through several "Banque Alimentaire" in Supermarkets.

Les Scouts du Liban develops also environmental concerns since its one of its law articles to preserve the nature and protect the environment. Many group scouts all over the year undertake activities such as planting trees and cleaning the coastline.

Greenpeace

Greenpeace is a civil society organization that fills the gap not covered by the government. It helps the government and the citizens through playing a role as a third sector.

On the environmental level, it helps minimize illness through the decrease of pollution and improve industrial standards thus ameliorate production processes without getting any harm to the society.

Greenpeace took from traditions and nourish it with an international experience

The following Table shows in numbers the number of students and schools served by Junior Achievement to enhance social and economic development.

Figure 3.17 Junior Achievement Lebanon Activity 2003-2004

Number of Students	3000
Number of trained volunteers	220
Number of Schools	21
Number of Classrooms visited	95
Advisory Board Member	35
Needed Budget	\$120,000

Rotaract

One of the objectives of Rotaract Club is to work on the leadership skills of its members, this is done most of the time through workshop and seminars that teach communication skills and Decision-making processes, in parallel, each and every activity carried out by the club may give the involved members additional skills and know-how in term of organization and leadership.

To stress more on professionalism and acquirement of managerial skills, each of the 13 Rotaract Club has to prepare a "National Convention"

In 2005, the topic of the workshops was "Bridge towards new horizons". However, the unstable political situation after the assassination of ex-prime minister Rafik El Hariri forced the club to change the topic of the convention into "Lebanon, legend and glory"

The workshops will cover History, Geography, wine tasting, folklore diner and a contest on Lebanese History. This convention will then respond to the requirements of the situation in the country since there is a realizable reinforcement in patriotic thoughts and feelings.

On the Economic level, Rotaract club can help the tourist sector in the Lebanese Economy when it undertakes international conventions and meetings between members of Rotaract Club from all over the world. Those persons are considered as tourists since they spend their money in Hotels, Restaurants and tourist Sites.

In the previous chapter (chapter 3), we have examined all aspects of managing non-profit organizations as well as their social and economic impact.

Non-profit organizations are called “third sector”.

In fact, the role of non-profit organizations is crucial since its presence and operations fill the gap made by government agencies and private sector. As a result, non-profit organizations constitute a balance as to social welfare and humanitarian concerns. Without non-profit organizations, social conditions would be worst and human being seems unable to tolerate selfishness and indifference. For this reason, the action of volunteers and contributors to ensure social discrepancy is alleviated and make the world a better place have been considered of great importance and a chivalrous mission.

Now, after examining case studies from a sample of different non-profit organizations: “Les Scouts du Liban”, “Lebanese Red Cross”, “Greenpeace-Lebanon”, “Bassma” Association, “Rotaract Club” and “Junior Achievement” as well as USAID/Lebanon programs and the results of the survey conducted with around 240 volunteers, what conclusions primary and secondary data have returned?

To begin with, results have shown many common aspects between profit and non-profit organizations with differences in certain areas.

To begin with, organizational aspects with different structure are present in all types of organization but the difference resides in the mission.

In reality, the mission of profit-making organization is to make profit and generate more revenues while the mission of non-profit organization is to serve society without any return. Profit companies deal with the world of numbers, return on investment and market share, non-profit organizations are concerned about people safety, education, health and social welfare.

Stakeholders in the profit world have, in general, more financial interest in the company and little moral concern. On the other hand, non-profit organizations have more stakeholders having moral and humanitarian stake and less stakeholders having financial interests in the association.

As to the "SWOT" analysis, it seems that both type of organization consider studying their environment, although this process is considered indirectly or unintentionally in some non-profit organizations. Furthermore, strengths and weaknesses in non-profit organization could be easily defined since it constitutes the balance of having a good fund raising activity or not and having sufficient number of volunteers or not.

When it comes to plans and strategies, differences between profit and non-profit organizations are not clearly apparent since all kind of activities and programs whether intend to generate profits or not requires a certain type of planning and strategies setting. However, it is more common to see clear and detailed strategies dressed in the profit sector while less concern about detailed set of strategies in the non-profit world, thus, can we say that "financial profit" is the alarm to have more concerns on plans and strategies?

Evaluation and Control process is a highly considerable monitoring tool in non-profit organizations because it gives a clear overview on the performance and serves as a guide for future programs and activities. For this reason we find that both type of organization considers evaluation processes in its systems. At the end, it all depends on the success and the performance of the organization disregarding its end purposes.

We can also realize that as long as the non-profit organization is growing in size as much we will notice a similarity between managing a profit and non-profit organizations. In fact, large non-profit organizations have a big number of salaried employees and more developed units and functions especially on the organizational, managerial and financial level, thus, the management performance of those organizations become more and more comparable to non-profit organizations.

On the financial level, small modifications are present in financial statements between the two type of organizations but the most important issue is that non-profit organizations are not incorporated and do not have stockholders for this reason the stockholders' equity part in the balance sheet is replaced by fund balance.

Changes in terms could be recognized in the income statement such as replacing sales by contributions.

Budgeting issue is also a common concern to all organizations. However, it could be more sensitive in the case of non-profit since the budget relies on individuals and corporations' willingness to contribute, in other words, if there are no contributions and donations, the budget is out of action and activities are canceled.

Marketing is another critical discipline considered by organizations. To make a comparison we can say that profit-making companies apply marketing to position the product and build its image and equity in order to increase sales in front of the consumers, on the other hand, non-profit organizations use marketing to serve two main functions: Fund raising and Human resources. In fact, non-profit organizations must work with transparency and credibility on the quality of their services in order to encourage persons to play a part either as volunteers or as contributors. The marketing function is taking more and more importance in the non-profit organizations since it is considered as a beneficiary tool as to their well-being in terms of the availability of funds and volunteers that play the most important role in their improvement.

Fund raising is the one critical issue as to the success and stability of a non-profit entity

Members in non-profit organizations should be aware of their role in fund raising for this reason statistics have shown that more than 57% of our survey's respondents considered themselves fully responsible in fund raising programs. This number could have a positive effect as to the success of those programs. But for the non-profit organization to be better off in terms of social activities a greater number of volunteers are welcomed to participate in raising fund.

Board members also have a responsibility to ensure large funds from corporations and wealthy individuals, their presentation and approach as well as their connections is helpful in attracting contributors.

One other issue is the selection of fund raising programs to ensure high attendance and contribution. In fact, it is easier for a Scout Club which members are of 18-26 years old, to sell Beach Party tickets rather than selling tickets for a cultural event. The reason is that members from the mentioned age group can easily reach their friends and acquaintances from the same age group that favors Beach, Karaoke and other type of Parties instead of attending a cultural event. As a result, fund raising programs have also target groups and non-profit organizations should design programs that fits with members profile and interests, thus, they become more motivated concerning the activity which enable them to sell more easily. In chapter 3, we have seen that the sources of fund raising are different and at all stages, from international to national level, wealthy individuals and corporations as well as individuals. However, it is the role of non-profit organization to pursue in the right way its mission so that members and volunteers are empowered to serve in their best and ensure fund raising as to the well being of their association.

Similarly, the process of acquiring volunteer in non-profit organization is not always an easy task. In Lebanon, there are a considerable number of volunteers and we can conclude from statistics than around 60% of those volunteers are active in their organization.

Although some people are devoted to volunteer job and put pressures on themselves to give time to the organization (58%), others are still not convinced on the issue of sacrifice and this is due to many reasons. In fact, the actual economic situation have obliged many people to study and work at the same time leaving no time for the volunteering job. However, we can find that despite those constraints many persons are always doing their best to give even a little of their time to the organization.

The usual constraints are imposed by every day's life such as work, studies, family concerns and others. But as we said, the issue is to be able to organize one's own schedule or make some sacrifices

It is all a question of personal inducement since many people think that instead of the financial remuneration, they are getting from the work in non-profit organizations a self satisfaction, they are feeling useful in making others happy, they are developing social activity, acquiring friends, getting experience and development in all its meanings, thus, if one think about all those remunerations, it will be mutual relationship to give and in the same time receive all the above personal benefits.

Non-profit are working efficiently on the methods of recruitment since in profit-making companies people are running before a job because of financial profit to ameliorate their own conditions of life. However in non-profit they are asked to come and serve for free but get other personal benefits. For this reason, recruitment techniques are becoming attractive and stress on the principles, the type of programs and activities as well as the benefits and enriching experience volunteers can get.

Here, it is evident to talk about training that volunteers are receiving in non-profit organizations considered as a helpful tool to acquire new skills and apply new methods. The different types of training sessions offered by non-profit organizations are instructive and informative and sometimes similar types of training are not even offered in profit-making companies.

In sum, without sufficient fund and enough volunteers to serve, Lebanese non-profit organizations could not operate normally, thus, their performance would deteriorate leading to less beneficiaries from their services.

Marketing communication is the concept of reaching the audience and spreading the message to the desired public. Usually profit-making companies allocate large budget to advertising expenditures through media represented by Television, Radio and Billboard.

The budget of non-profit organizations is not able to afford such expenditures; as a result, the presence of non-profit in such media is restricted to in-kind gifts offered by advertising agencies and Medias. As a replacement, non-profit organization benefit usually from interviews and releases held on Television and radio social and family programs to highlight on some activities or events organized by the association.

However, we can find that non-profit organizations are profuse in below-the-line activity through events marketing, websites, flyers and telemarketing where they can communicate their target to raise fund and acquire new volunteers.

As to the social impact, there is no doubt that non-profit organization with all type of mission and activities promote an atmosphere of civic improvement and social welfare.

Social welfare in non-profit organizations is perceived at all level and stages.

In fact, deprived members with bad conditions are taking the attention of those associations which are present to help a large part of poor families, orphans, elderly people handicapped and socially abused persons.

Specific programs are tailored to the above-mentioned groups with financial and moral support to ensure adequacy of minimum living standards.

Non-profit organizations represent ethics and morality through well-interpreted social concerns; it works hard to achieve development spread the message of care, love and cooperation between all members in the society. Non-profit organizations work to maintain minimum social and living standards in front of the public.

Its mission goes beyond to develop educational and cultural aspects, thus, promoting all types of development as to the benefit of our nation.

Non-profit organizations develop concerns on environmental issue, thus, to enable citizens to live in a healthy and safe atmosphere. Besides, non-profit organizations prepare human beings to act as good and loyal citizens.

Non-profit organizations provide a social equilibrium and give far beyond financial aids; a moral support that enhances positive effects on society.

While profit-making deals with numbers such as profit margin, market share and financial ratios, non-profit organizations stress on human values, ethics, morality and social welfare.

Finally, the economic contributions of non-profit organizations could be perceived through different aspects.

In fact, many non-profit organizations give its beneficiaries and volunteers the appropriate education and training that help them, at a later stage contribute to different sectors in the economy. Volunteers usually acquire a package of experience that transport with them once they are operating in the national economy i.e. in their jobs.

Volunteers and members in non-profit organizations are used to pressure and hardworking, thus, they could be more efficient in workplaces.

Some non-profit organization assist in job-hunting, thus, facilitating the flow of information between demand of national economy (vacancies) and people searching for a job (unemployed). Here we can mention the efforts undertaken by the association of Bassma in this area.

The economic contribution of non-profit organizations is also perceived in the sector of tourism through the following: Conferences and Training sessions held at different hotels and centers in return for a charge constitute a source of income to this sector, international members and volunteers that visit Lebanese non-profit organizations for different purposes, they come and spend in our hotels, restaurants and tourist sites.

The environmental activities executed by those organizations to promote a clean and beautiful country would make the country in a better shape and attract tourists at a higher rate.

The USAID/Lebanon programs that give aids to the farmers to improve the quality of production may have positive impact on the agricultural sector.

In fact, financing agricultural areas and training farmers would increase production and may even lead to export those products.

At the end, all the social, cultural and environmental developments undertaken by Lebanese non-profit organizations could have an effect on the sectors of the economy and we can notice that those organizations can have contributions in any of the Lebanese economic sectors through some actions and programs that could be a support for our national economy.

Recommendations

At the end of this research, it would be beneficial if we try to draw some conclusions and suggest some recommendations to all parties involved in non-profit organizations.

First of all, the major difference between non-profit and profit-making organizations resides in the mission and the end purpose of each type of organizations, one directed toward financial profit and money-making and the other is tailored toward humanitarian and social concern.

On the other side, we can affirm that non-profit organizations' presence has a very important role in this unstable world where social discrepancies and catastrophes are increasing.

But what we can also realize that fruitful work could be in any place, in other words, there would be no difference between the two types of organizations if developed human resources and sufficient financial assets are available.

To be more specific, the existence and management of any type of organizations is highly dependant on the people working there and the availability of all necessary resources.

As a result, it is familiar to see weak organizations in both type, thus, the importance resides in people willingness to work in a professional way. However, there may be more exceptions in non-profit organizations where volunteers are playing a major role although we can find a lot of volunteers working in a professional way without any financial remuneration in return.

On the other hand, as long as non-profit organizations grow in size, as much as management and organizations should be of a certain level of excellence and high standards.

The following business functions: management, marketing, accounting, human resources could be employed in any type of organization to serve its mission.

Moreover, the challenge is how to use these functions to seek highly performing organizations, how to work in an efficient manner to reach goals independently from their direction.

Continuous learning and development, upgrading skills and improving knowledge could be beneficial in any sector to bring something new, beneficial and constructive.

Finally, this research drove us to suggest some recommendations.

- For the non-profit organizations

Non-profit must always understand its internal and external environment to set strategies and execute plans as any profit-making organization because good structure and management is the key success of all types of organizations.

Despite their size and the number of volunteers available, Lebanese non-profit organizations must always work hard to pursue their mission with transparency and credibility, thus, encouraging, more volunteers to have faith in their mission and more contributors to give donations.

Non-profit organizations must always find proper ways to motivate volunteers such as type of activities, recognition, participation in decision-making etc.

Design fund raising programs that are easy for volunteers to sell and could have a high financial turnover. At the end, segmentation in fund raising is not highly welcomed since everyone is considered a part of this society and must contribute to its well being in either way.

Non-profit organizations must work hard to control the misuse of fund that can play as a major threat for its transparency and credibility between contributors.

- For the volunteers

Volunteers must always be aware that their service is nothing but a contribution to the society considered a member of it.

Volunteers are invited to make some sacrifices in order to increment positive changes in their society and country.

Despite all time constraints, volunteers must always give time to volunteering since their work is in the best interest to the community.

Volunteers must work on the organization of schedule and it will always some time to help and serve the others.

It is required from the part of volunteers to be serious and benefecial in their job and not be members in certain non-profit organizations on membership cards only.

- For the government

The government must give its support to non-profit organizations considered a back-up to its public service.

Government is invited to help non-profit organization through:

- Ensuring Financial Aids and In-kind Donations
- Increasing public awareness through public campaigns to highlight on the importance of non-profit organizations in terms of contributions to society and encourage the public to serve as volunteer.
- Government ministries must be more responsive to any inquiry demanded by any non-profit organization.

- For the private sector

Corporations and Wealthy Individuals are supposed to help non-profit organization in more efficient manner. Social care at all levels must be perceived by this sector because at the end misery and bad conditions may turn to have negative side effects on their performance. Here we can state that any kind of donation from the private sector could be helpful and lessen social disparity.

The private must not consider non-profit organizations as rivals, but work in coordination to produce mutual benefits in both profit and non-profit sectors.

- For the public

The general public to be more responsive to any fund raising programs, at the end, small contributions may grow to benefit a larger part of society's members.

The general public must be also cooperative in terms of the supply of volunteers able to take a look at the problems aroused in society and be a part of the solution.

Finally, the responsibilities of non-profit organizations tend to go far beyond any material aspect, tailored to ethics, values and morality. It represents relationship of care and service; it promotes economic and social stability, it is addressed to every member from this society, it enhances balance and diminishes inequality and thanks to the continuous effort of those volunteers that promised to make from this world "a better place".

References

Textbook Sources

- “ **Managing a Non-profit organizations**”, Thomas Wolf, Prentice Hall Press, 1990 Edition
- “**Strategic Marketing for Nonprofit Organizations**”, Cases and Readings by Philip kotler, O.C. Ferrell and Charles Lamb, third edition, Prentice Hall Inc.
- “**Management, Responsibility for Performance**”, by Peter Hess and Julie Siciliano, McGraw-Hill, Inc, International edition.
- ‘ **Marketing Management**’, Text and Cases by Michael R. Czinkota, Masaaki Kotabe and David Mercer, Blackwell publisher, 1997 edition.
- “ **Managerial Economics**”, Application, Strategy and Tactics by James McGuigan, R.Charles Moyer and Frederick Harris, South-Western-Thomson learning

Main Internet Resources

www.libanorg.org
www.rackesrouan.org
www.bassma.org
www.greenpeace.org.lb
www.jalebanon.org
www.dm.net.lb/redcross
www.thedaleel.com
www.wikipedia.org
www.av5.org.lb

Other Sources

- Documents and materials from: Les Scouts du Liban, GreenPeace Lebanon, Lebanese Red Cross, Junior Achievement, Rotaract Clubs and Bassma Association.
- Lebanese Ministry of Interior
- Newspapers: Al Balad, L'Orient-Le-Jour and the DailyStar.

Appendix A

Interview Questionnaire

A) General Information

Name

Address

Type of Activity

Year of foundation

Availability of website, brochure or any informative document

What is your mission statement?

What is your vision?

What are your objectives?

Do you set goals, if yes what are the goals you are working on?

What is your organizational structure (Centralization vs. decentralization of decision-making)?

B) Management and Planning Strategies

Do you work following plans and strategies? Who is responsible of setting them and who is responsible for monitoring their implementation?

Do you consider studying your internal and external environment? Is there any SWOT analysis study before setting plans and strategies?

How daily operations are held?

What are the ways of monitoring performance?

C) Corporate Governance

Is there any Board of Directors? How is elected? Mechanics of Election.

Does a non-profit organization have stakeholders? If yes, who are they in your case?

D) Finance and Accounting

Who is responsible of preparing and managing accounting issues? Do you have any sample of a Balance Sheet, Income Statement and Statement of Cash flow?

What is the role of investors since they are financing the organization as an act of charity? Does their behavior differ in case they are having a return on their investment?

What are the types of Fund raising programs you arrange?

E) Marketing and Communication

What marketing concept you are using in the organization?

Is there any marketing plan and strategies set for the organization?

Is there any marketing research or statistical activity to serve organizational purposes?

What are the marketing communication tools you are using in the organization?
(ATL and BTL activities)

How events are planned? Distribution of responsibilities and management of the activity.

Do you have any online marketing activity?

F) Human Resources

What is the role of Leadership in your organization? Who is the leader and what are the characteristics of his profile?

Is there any human resources function in you organization? If yes, how does it work?

Is there any member who is working as employee with a salary?

What is the role of volunteer? How you motivate them? How much time they devote for the organization

Do you think performance of members could be lower in non-profit organization since they are not working for a fee?

What are the recruitment and selection strategies that you follow?

Is there any kind of training that should be provided to your member?

How you motivate volunteers?

E) Economic and Social issues

What do you think your organization is offering to the Lebanese Economy?

What are the values and benefits you are working on in order to provide it to our society?

Appendix B

Volunteers' Questionnaire

We request from your part to fill in this questionnaire. The information obtained will be treated with complete confidentiality only for research purposes.
Thank you for your cooperation.

Age:.....

Gender: Male Female

Actual Education or Profession:.....

.....

1.Are you a volunteer /member in any non-profit organization?

- Yes
- Used to be
- No

2. If the answer is No, Why you do not consider being a volunteer in a non-profit organization?

.....
.....

3. If the answer is "Used to be", for what reasons did you left the organization?

.....
.....

If the answer was "No" or "Used to be" Please stop this questionnaire.

4. **If Yes.** What is the name of the non-profit organization you belong for and in which type of activity it is engaged? (Please mention if more than one)

.....
.....
.....

5.Since How many years you are a member in the mentioned non-profit organization?

.....

6.How much time per week you are able to devote to your volunteer job?

.....

7. Are you able to put pressures on yourself to give time for your organization or you simply offer the free time available for you?

.....
.....

8.What type of barriers would prevent you from pursuing your job as volunteer?

.....
.....
.....

9. Since there is no financial gain. What kind of remuneration the volunteering job offers to you?

.....
.....
.....

10. Given that your work is 100% volunteerism, are you able to tolerate being set under continuous follow-up, pressure and evaluation (if present in the structure of your organization)?

- Yes
- No

Why?

11. Do you consider yourself fully responsible in any fund raising program?

- Yes
- No
- Maybe
- Not Always.

12. What type of fund raising programs you prefer in terms of selling to the public?

- Movies
- Theater
- Parties (karaoke, Beach, Halloween)
- Selling Items
- Cultural Events

13. What motivates you to pursue your volunteer job in your organization?

.....
.....

14. For what reasons you will consider quitting your volunteer job?

.....
.....

Thank you for your time

Appendix C

Addresses of Organizations

Greenpeace

Address: Caracas, Kuwait Street, Yaacoubian Center, Block B, 10th floor
Beirut-Lebanon

Tel: +961 1 755665

Fax: +961 1 755664

Email: supporters@greenpeace.org.lb

Website: www.greanpeace.org.lb

Junior Achievement

Address: Hazmieh, International Key Building, 2nd floor
Baabda-Lebanon

Tel/Fax: +961 5 456040

Email: info@jalebanon.org

Website: www.jalebanon.org

Lebanese Red Cross Centers

- **Local Committees** Antelias - Alay - Batroun - Beiteddine - Bent Jbeil - Baalbeck - Falougha - Furn El Chuback - Hasbaya - Halba - Hermel - Jounieh - Jezzine - Jal El Dib - Jbeil - Koura - Kob Elias - Marjeyoun - Miniara - Mashgara - Nabatieh - Riak - Rachaya - Sidon - Tripoli - Tyre - Zghorta - Zahrani - Zahle
- **Medical & Social Centers** Alay - Ashrafieh - Antelias - Aishieh - Adloun - Aytaroun - Alma Asha'ab - Boka'ata - Boushrieh - Bent Jbeil - Batroun - Bazourieh - Baalbeck - Bsharie - Chiah - Deir Mimas - Furn El Cheback - Falougha - Hasbaya - Houla - Hermel - Halba - Jemayzeh - Jal Eddib - Jounieh - Jbeil - Jezzine - Jabal El Botom - Kob Elias - Kafra - Mais El Jabal - Moa'lakat (Zahle) - Mashgara - Miniara - Mosaytbe - Nabatieh - Rmeish - Rashaya - Riak - Rashaya El Foukhar - Sidon - Tyre - Tarik El Jadidah - Tair Deba - Tripoli - Tripoli (Al Mina) - Taibeh - Zahle - Zghorta - Zrarieh
- **Mobile Clinics** Baalbeck - Batroun - Boka'ata - bent Jbeil - Halba - hermel - Nabatieh - Rashaya - Sidon - Tripoli - Tyr -Zahrani - Zahle
- **Orthopedic Workshop** Hamana
- **Health Assistant Schools** Falougha - Sidon
- **First Aid Centers** Ansarieh - Amyoun - Alay - Antelias - Beit Mery - Baalbeck - Batroun - Bsharie - BeitEddine - Ba'abda -Beirut (Spears) - Beirut (Tabaris) - Furn El Cheback - Falougha - Halba - Hermel - Hasbaya - Jounieh - Jbeil -Jal Eddib - Jeb Jannine - Jezzine - Jensnaya - Kornet Chehwan - Kob Elias - Kabr Ashmoun - Mreijeh - Marjeyoun - Nabatieh - Rashaya - Rmeish - Sidon - Tripoli - Tyr - Zahle - Zghorta
- **Youth Centers** AUB - Antelias - Ashrafieh - Alay - Ba'abda - Beit Eddine - Beirut (Spears) - Baalbeck - Batroun - Bsharie - Furn El Cheback - Falougha - Hasbaya - Hermel - Jal Eddib - Jezzine - LAU - LU - Nabatieh - Rashaya - Sidon - Southern Suburb (Dahia Janoubieh) - Tripoli - Tyre - Zahle - Zghorta
- **Blood Transfusion Banks** Antelias - Beirut (Spears) - Beit Eddine - Beirut (Tabaris) - Jounieh - Nabatieh - Sidon - Tripoli - Zahle
- **Nursing Institutes** Ain Wezain - Beirut (Spears) - Baabda - Karak (Al) - Sidon - Tripoli



تقييم المؤتمر

أولاً: الافتتاح

- تسلسل الفقرات: جيد غير ذلك:
 فيلم إنجازات ٢٠٠٣: جيد مقبول غير ذلك:
 عرض التقرير السنوي لعام ٢٠٠٣:
 أسلوب العرض: واضح غير واضح غير ذلك:
 عرض خطة عمل الإدارة لعام ٢٠٠٤:
 أسلوب عرض الخطة: واضح غير واضح غير ذلك:
 مضمون الخطة:

○ يساهم في تحقيق أهداف القسم؟

○ يساهم في تطوير القسم؟

○ متنسجم مع خطة عمل المراكز؟

○ يساهم في تطوير أداء المراكز؟

◀ الحوار مع الرئيس:

◀ الافتتاح بشكل عام: منظم غير ذلك:

ثانياً: برنامج المؤتمر

◀ حلقة عمل اللجان المحلية:

- مضمون الحلقة: جوهري سطحي غير ذلك:
 أسلوب عرض التقييم: واضح غير واضح غير ذلك:
 الوقت المخصص للعرض: كاف غير كاف غير ذلك:
 تعليقات أخرى:

◀ حلقة عمل المنسقين:

- مضمون الحلقة: جوهري سطحي غير ذلك:
 أسلوب عرض التقييم: واضح غير واضح غير ذلك:
 الوقت المخصص للعرض: كاف غير كاف غير ذلك:
 تعليقات أخرى:

◀ حلقة عمل ممثلي المراكز:

- مضمون الحلقة: جوهري سطحي غير ذلك:
 أسلوب عرض التقييم: واضح غير واضح غير ذلك:
 الوقت المخصص للعرض: كاف غير كاف غير ذلك:
 تعليقات أخرى:

◀ كلمة ممثلي المراكز:

- مضمون الكلمة: جوهري سطحي غير ذلك:
 أسلوب العرض: واضح غير واضح غير ذلك:
 الوقت المخصص للعرض: كاف غير كاف غير ذلك:
 تعليقات أخرى:

◀ حلقة العمل الأولى عن 'الاستقطاب' مع السيد هشام دياب:

- مضمون الحلقة: جوهري سطحي غير ذلك:
 شرح طريقة العمل: واضحة غير واضحة غير ذلك:
 طريقة عمل المجموعة:

- الانسجام والتواصل داخل المجموعة:
- قيادة المجموعة:
- عند الأشخاص ضمن المجموعة:
- تقنية عمل المجموعة:
- تعليقات أخرى:

- عرض الحل:

- أسلوب العرض: مقتنع غير مقتنع غير ذلك:
- مضمون الحل: قابل للتنفيذ غير قابل للتنفيذ مناسب لحل المشكلة
- الوقت المخصص للعرض: كاف غير كاف غير ذلك:
- تعليقات أخرى:

◀ حلقة العمل الثانية عن ' مهرجان الطفل ' مع السيد محمد الحركة:

- مضمون الحلقة: جوهري سطحي غير ذلك:
- شرح طريقة العمل: واضحة غير واضحة غير ذلك:
- طريقة عمل المجموعة:

○ الانسجام والتواصل داخل المجموعة:

○ قيادة المجموعة:

○ عند الأشخاص ضمن المجموعة:

○ تقنية عمل المجموعة:

○ تعليقات أخرى:

- عرض الحل:

- أسلوب العرض: مقتنع غير مقتنع غير ذلك:
- مضمون الحل: قابل للتنفيذ غير قابل للتنفيذ مناسب لحل المشكلة
- الوقت المخصص للعرض: كاف غير كاف غير ذلك:
- تعليقات أخرى:

◀ حلقة العمل الثالثة عن ' العلاقة بين المراكز والإدارة ' مع الأتسة دوريس الدويهي:

- مضمون الحلقة: جوهري سطحي غير ذلك:
- شرح طريقة العمل: واضحة غير واضحة غير ذلك:
- طريقة عمل المجموعة:

○ الانسجام والتواصل داخل المجموعة:

○ قيادة المجموعة:

○ عند الأشخاص ضمن المجموعة:

○ تقنية عمل المجموعة:

○ تعليقات أخرى:

- عرض الحل:

- أسلوب العرض: مقتنع غير مقتنع غير ذلك:
- مضمون الحل: قابل للتنفيذ غير قابل للتنفيذ مناسب لحل المشكلة
- الوقت المخصص للعرض: كاف غير كاف غير ذلك:
- تعليقات أخرى:

◀ حلقة العمل الرابعة عن ' الدور الإعلامي للمراكز في مناطقهم ' مع السيد يوسف أبو فيصل:

- مضمون الحلقة: جوهري سطحي غير ذلك:
- شرح طريقة العمل: واضحة غير واضحة غير ذلك:
- طريقة عمل المجموعة:

○ الانسجام والتواصل داخل المجموعة:

○ قيادة المجموعة:

○ عند الأشخاص ضمن المجموعة:



- تقنية عمل المجموعة: _____
- تعليقات أخرى: _____
- عرض الحل:
 - أسلوب العرض: مقنع غير مقنع غير ذلك:
 - مضمون الحل: قابل للتنفيذ غير قابل للتنفيذ مناسب لحل المشكلة
 - غير مناسب لحل المشكلة غير ذلك:
 - الوقت المخصص للعرض: كاف غير كاف غير ذلك
 - تعليقات أخرى: _____

◀ حلقة العمل الخامسة عن 'القدامى والكوادر في المراكز' مع السيد بوب تباشري:

- مضمون الحلقة: جوهري سطحي غير ذلك:
- شرح طريقة العمل: واضحة غير واضحة غير ذلك:
- طريقة عمل المجموعة:
 - الانسجام والتواصل داخل المجموعة: _____
 - قيادة المجموعة: _____
 - عدد الأشخاص ضمن المجموعة: _____
 - تقنية عمل المجموعة: _____
 - تعليقات أخرى: _____

- عرض الحل:
 - أسلوب العرض: مقنع غير مقنع غير ذلك:
 - مضمون الحل: قابل للتنفيذ غير قابل للتنفيذ مناسب لحل المشكلة
 - غير مناسب لحل المشكلة غير ذلك:
 - الوقت المخصص للعرض: كاف غير كاف غير ذلك:
 - تعليقات أخرى: _____

◀ حلقة العمل السادسة عن 'إلتزام المراكز بالبرامج المركزية' مع السيدة شنتال عبود تباشري:

- مضمون الحلقة: جوهري سطحي غير ذلك:
- شرح طريقة العمل: واضحة غير واضحة غير ذلك:
- طريقة عمل المجموعة:
 - الانسجام والتواصل داخل المجموعة: _____
 - قيادة المجموعة: _____
 - عدد الأشخاص ضمن المجموعة: _____
 - تقنية عمل المجموعة: _____
 - تعليقات أخرى: _____

- عرض الحل:
 - أسلوب العرض: مقنع غير مقنع غير ذلك:
 - مضمون الحل: قابل للتنفيذ غير قابل للتنفيذ مناسب لحل المشكلة
 - غير مناسب لحل المشكلة غير ذلك:
 - الوقت المخصص للعرض: كاف غير كاف غير ذلك:
 - تعليقات أخرى: _____

◀ عرض خطط عمل البرامج المركزية (تقييم أسلوب ومضمون العرض):

- برنامج السجون والإصلاحات: _____
- برنامج البيئة: _____
- برنامج السيدا: _____
- برنامج رفقة درب: _____
- برنامج أوعا في حدا بحبك: _____

◀ كلمة منسقي المركز (تقييم أسلوب ومضمون الكلمة):

- السيد سامي الحريري: _____



- السيد هشام دياب:
- السيد يوسف أبو فيصل:
- السيد أيمن المقهور:
- السيد بوب تباشري:
- السيد باسم اسماعيل:
- السيد علي عاصي:
- الأتسة نوريس الدويهي:

عرض خطط عمل اللجان الإدارية (تقييم أسلوب ومضمون العرض):

- التدريب:
- أمانة السر:
- المالية:
- العلاقات العامة والإعلام:
- اللوجستية:
- الطوارئ:

عرض برنامج الشراكة (تقييم أسلوب ومضمون العرض):

عرض Youth commission (تقييم أسلوب ومضمون العرض):

ثالثاً : الأمور اللوجستية

- المكان: مناسب غير مناسب غير ذلك:
- الزمن: مناسب غير مناسب غير ذلك:
- المواصلات:
- الطعام:
- النظافة العامة:
- تعليقات أخرى:

رابعاً : السهرة

- التنظيم:
- المضمون:

خامساً: تعليقات أخرى

سادساً : معلومات شخصية

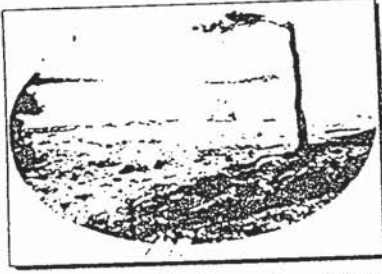
- الإسم:
- المركز:
- الصفة:

شكراً لمشارككنكم في المؤتمر الوطني الثالث ٢٠٠٣

إدارة قسم الشباب

*Branche Eclaireur
Camp Petite Ourse*

فرع الكشافة
مخيم الدب الأصغر



CAMP PETITE OURSE



مخيم الدب الأصغر

15 et 16 Janvier 2005
Collège Carmel Elysée, Hazmieh

١٥ و ١٦ كانون الثاني ٢٠٠٥
مدرسة الكرمل اليزيه الحازمية

Fiche d'évaluation قسمة تقييم

Nom : _____

Ouverture – Jeu de connaissance افتتاح - لعبة تعارف	
Réveil-Sport-Toilette نهوض، رياضة، حمام	
La Troupe الفرقة	
La Patrouille الطليعة	
Le Camp المخيم	
Ateliers الأعمال اليدوية	
Le Grand Jeu de nuit اللعبة الكبيرة الليلية	
Messe القداس	
Repas الطعام	
Décoration et animation التزيين والاحياء	
Ambiance Générale الجو العام	
Autres Remarques ملاحظات	

ASSEMBLEE GENERALE DU 17 OCTOBRE 2004

BUDGET PREVISIONNEL DE L'ANNEE 2004-2005

RECETTES PREVISIONNELLES	LIVRES LIBANAISES	DEPENSES PREVISIONNELLES	LIVRES LIBANAISES
COTTATIONS	140,000,000.00	PRIME D'ASSURANCE	25,000,000.00
DONATIONS DIVERSES	8,000,000.00	ACTIVITES NATIONALES: WEEK END, JOURNEES CAMPUS DE FORMATION	44,000,000.00
DONNATION MINISTERE JEUNESSE ET SPORT	14,000,000.00	ENTRETIEN LOCAUX & MACHINES	18,000,000.00
RECETTES PUBLICITES DU MAT	10,000,000.00	LOYER SODECO - NORD- KOLEIAT	11,000,000.00
COTTISATION DES ACTIVITES NATIONALES	12,000,000.00	ENTRAIDES & DONATIONS	2,500,000.00
ACTIVITES FINANCIERES DES GROUPES	3,000,000.00	AMENAGEMENT LOCAUX B.H. - NORD -SODECO	5,000,000.00
		GARDIENNAGE KOLEIAT	4,500,000.00
		AMENAGEMENT KOLEIAT	8,000,000.00
		FRAIS D'ACCUEIL & RECEPTION	5,000,000.00
		FRAIS DE REPRESENTATION	12,000,000.00
		IMPRESSION DU MAT ET REVUES	20,000,000.00
		MATERIEL DE CAMP	10,000,000.00
		COTTISATION" FEDERATION ,CICS, CONSEIL DES LAICS"	4,000,000.00
		FRAIS ADMINISTRATIFS	3,000,000.00
		IMPRIMES & FOURNITURES	6,000,000.00
		FRAIS DU SERVICE INTERNATIONAL	4,000,000.00
		FRAIS TELEPHONE	5,000,000.00
TOTAL	187,000,000.00	TOTAL	187,000,000.00

ANTOINE MAKSOUJ
COMMISSAIRE GENERAL

SABINE MOUBARAK
COMMISSAIRE ADMINISTRATIVE

JOSEPH SEMAAN
INTENDANT COMPTABLE
GENERAL

Appendix F

Rights and Responsibilities of volunteers

As a volunteer, you have the right to:

- Feel that your efforts actually contribute to the organization's objectives
- Receive the necessary orientation, training, and supervision
- Learn how to improve your skills in the work you are doing
- Be treated with respect
- Expect that your time will not be wasted by poor planning
- Ask questions and give suggestions about the work you are doing
- Be trusted with confidential information necessary to do your work
- Be appreciated for the work you have done
- Be given written proof or evaluation of your work, if you request it

As a volunteer, you have the responsibility to:

- Meet your time commitments or provide adequate notice so other arrangements can be made
 - Only accept responsibilities that you can reasonably handle
 - Perform the work assigned to the best of your ability
 - Follow organizational policies and procedures
 - Respect the confidences given to you
 - Be open-minded and respectful of others
- Accept reasonable tasks without complaining

LES SCOUTS DU LIBAN

DISTRICT	منطقة
GROUPE	فوج
UNITE	وحدة

DEMANDE D'AUTORISATION DE CAMPER

طلب موافقة للتخييم

LIEU DETAILLE المكان بالتفصيل			
DATE الزمن	DU من	AU إلى	NOMBRE DE NUITS عدد الليالي

MAITRISE DU CAMP قيادة المخيم		
FONCTION الصفة	NOM ET PRENOM الاسم والشهرة	TEL. الهاتف
CHEF القائد		
ASSISTANT المساعد		
ASSISTANT المساعد		
ASSISTANT المساعد		

NOMBRE DE MEMBRES A LA MAITRISE عدد أعضاء القيادة	1
NOMBRE DE MEMBRES PARTICIPANTS عدد الأعضاء المشاركين	2
NOMBRE TOTAL العدد الإجمالي	3=1+2
COTISATION PAR PERSONNE الاشتراك الفردي	4
COTISATION TOTALE مجموع الاشتراك	5=3X4
AUTRES SOURCES DE FINANCEMENT (CAISSE D'UNITE, DONATION,....) مصادر تمويل أخرى (صندوق الوحدة، تبرعات،...)	6
BUDGET TOTAL DU CAMP ميزانية المخيم العامة	5+6

L'AUTORISATION DU PROPRIETAIRE DU TERRAIN ET DES AUTORITES LOCALES? الموافقة من أصحاب الأرض ومن السلطات المحلية؟			
	ECRITE خطية	ORALE شفهية	NOMS OU DETAILS أسماء أو تفاصيل
MAIRE المختار			
PROPRIETAIRE صاحب الأرض			
ARMEE الجيش			

MOYEN DE LOCOMOTION EN CAS D'URGENCE AU CAMP وسيلة النقل في الحالات الطارئة في المخيم

TELEPHONE D'URGENCE (LE PLUS PROCHE OU CELLULAIRE) هاتف طوارئ (الأقرب للمخيم أو خليوي)
--

L'HOPITAL ET LA PHARMACIE LES PLUS PROCHES المستشفى والصيدلية الأقرب

LES MEDECINS LES PLUS PROCHES ET LEURS ADRESSES أقرب طبيبين وعنوانهما	
--	--

TOUS LES CAMPEURS ONT-ILS LEUR CARTE D'IDENTITE? هل يحمل كل مشترك هويته الكشافية؟	OUI نعم	NON لا
ETES-VOUS RENSEIGNES SUR LA SANTE DES PARTICIPANTS? هل أنتم على إطلاع على صحة المشاركين؟	OUI نعم	NON لا

	NOM DU PROPRIETAIRE اسم المالك	DISTANCE المسافة	DEBIT قوة المياه
SOURCE D'EAU POTABLE مصدر مياه الشرب			
SOURCE D'EAU NON POTABLE مصدر مياه الغسيل			

DEPLACEMENTS PENDANT LE CAMP تقلات خلال المخيم	DATE التاريخ	DESTINATION المكان المقصود	DISTANCE المسافة	MOYEN DE TRANSPORT وسيلة النقل

NOMBRE DE BAINS PREVUS AU CAMP عدد الحمامات المرقتب خلال المخيم	VISITES AU CAMP الزيارات خلال المخيم	DATE التاريخ	A PARTIR DE ابتداء من الساعة	JUSQU'A حتى الساعة

SIGNATURE DU CHEF D'UNITE
إمضاء قائد الوحدةSIGNATURE DU CHEF DE GROUPE
إمضاء قائد الفوج

"الصليب الأحمر" يكرم الحميضي



الحميضي وليون

تعرض له ونجا منه بأعجوبة، وما أظهرته تلك الفرق من سرعة ومهارة واحتراف خلال تأدية المهمة.

شكر وامتنان لتدخل فرق الاسعاف الأولى في إغاثة ونقل حفيد الشخة الحميضي حمد الغانم إثر حادث

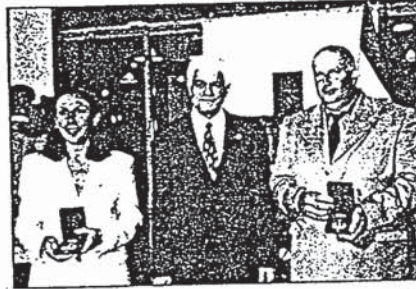
وهبت الشخة سعاد الحميضي الصليب الأحمر اللبناني سيارة اسعاف مجهزة بالكامل "تقديرًا للرسالة الإنسانية النبيلة التي يقوم بها الصليب الأحمر اللبناني لمختلف شرائح المجتمع"، وبمبادرة منها في دعم ومساندة أعمال وخدمات الصليب الأحمر اللبناني لا سيما إغاثة المصابين والمنكوبين، وخدمات التوعية والإرشاد الصحي.

جاء ذلك إثر زيارة قامت بها الشخة الحميضي إلى المركز الرئيسي للصليب الأحمر اللبناني في بيروت (شارع بسبيرز) يرافقها ريمون عوده ونجلها طلال الغانم حيث استقبلهم رئيس الصليب الأحمر اللبناني العميد الركن سليم ليون. وأتت هذه المبادرة كعربون

الصليب الأحمر اللبناني في جزين يكرم المساهمين في بناء المركز

- على المكرمين وهم:
- النائب سمير عازار
 - الدكتور سليمان كنعان
 - رئيس مجلس الجنوب الحاج قبلان قبلان
 - قائممقام جزين السيد نبيه حمود
 - المهندس ريمون سمعان
 - العقيد عصام حداد
 - رئيس بعثة اللجنة الدولية للصليب الأحمر السيد انطوان بيلر
 - البعثة البابوية، ممثلة بالأستاذ كمال عبد النور
 - رئيس بلدية روم السيد جرجي عجاج حداد
 - السيد البير أبيلا
 - المهندس انطوان المعوشي
 - المهندس مكرم عبيد
 - الأستاذ لبيب أبو عتمة

وفي وقت سابق كانت اللجنة المحلية في جزين قد أقامت بالتعاون مع بلدية جزين وبمناسبة يوم البيئة إحتفالاً بينياً في مركز الصليب الأحمر اللبناني حضره رئيس بلدية جزين المحامي سعيد أبو عقل والأعضاء ورئيسة وأعضاء اللجنة المحلية للصليب الأحمر اللبناني في جزين ورئيس جمعية المستقبل لأخضر غسان ورجال وأصدقاء. وكانت كلمات بالمناسبة للأستاذ غسان رحال ومسؤولة مركز الشباب في جزين الأنسة كارلا نصر والرئيس بلدية جزين الأستاذ سعيد أبو عقل، وبعدها قطع قالب الطوى وكان على شكل حديقة خضراء. ويذكر أن متطوعي مركز الشباب في جزين قد قاموا بخرس قطعة أرض قدمتها بلدية جزين إلى الصليب الأحمر اللبناني في المنطقة.



العميد ليون يتوسط السيدة كنعان والسيد بشارة (ص.أ.)



لقطة من احتفال يوم البيئة (ص.أ.)

المحلية في جزين لا سيما رئيسة اللجنة المحلية السيدة روزي كنعان وأبدى إعجابيه بالروح التي تجلت بهذا الحضور المميز ولهذا الإحتفال الرائع وتقديراً للجهود المبذولة منح الرئيس ليون ميدالية الصليب الأحمر إلى السيدة كنعان ونائب الرئيسة السيد بشارة حنا. ثم وزع رئيس الصليب الأحمر اللبناني دروعاً

كرّمت اللجنة المحلية للصليب الأحمر اللبناني في جزين (جنوب لبنان) عدداً من الذين ساهموا في بناء المركز الجديد للصليب الأحمر في جزين، في إحتفال أقيم في مطعم الشلال، حضره كل من النواب السادة: سمير عازار وانطوان خوري وجورج نجم وعلي عسيران والنائب السابق سليمان كنعان ورئيس مجلس الجنوب السيد قبلان قبلان والأستاذ كمال عبد النور ممثل البعثة البابوية وجمع من رؤساء البلديات والشخصيات، ورئيس الصليب الأحمر اللبناني العميد الركن سليم ليون ورئيس بعثة اللجنة الدولية للصليب الأحمر السيد انطوان بيلر وعدد من أعضاء ومتطوعي الصليب الأحمر اللبناني وأصدقاء.

استهل الإحتفال بالنشيد الوطني اللبناني ونشيد الصليب الأحمر اللبناني ثم ألقى الأنسة نورما الأسمر عريفة الحفل كلمة ترحيبية بالحضور وبعدها كانت كلمة للسيدة روزي كنعان رئيسة اللجنة المحلية للصليب الأحمر اللبناني في جزين التي عرضت فيها مراحل ما قبل تدشين المركز الجديد وكيف أصبح الحلم حقيقة واقعية بجهود الخيرين الذين ساهموا في بناء المركز مادياً أو معنوياً وخصت بالشكر دولة رئيس مجلس النواب اللبناني الأستاذ نبيه بري لدعمه المتمثل في تأمين قطعة أرض شيد عليها المركز وتقديم كافة التسهيلات.

ثم تحدث قائممقام جزين الأستاذ نبيه حمود فأشاد بجهود الصليب الأحمر اللبناني ومتطوعيه وأنه الجهة الوحيدة التي واكبت مآسي الناس في جزين لا سيما في الأيام العصيبة. وبعدها ألقى العميد الركن سليم ليون رئيس الصليب الأحمر اللبناني كلمة أشاد بها بعمل اللجنة

Appendix I

Sample of Bassma's Press Releases

6-Sep-2004
The Daily Star

Charity brings hope to needy families
Bassma provides mentoring, food, medical assistance

BEIRUT: Georgette's husband decided to quit his home and wedded bliss after her fourth child and married her former best friend, plunging Georgette into both emotional and financial despair.

Georgette has barely managed to provide for her family. Her former husband, busy with Georgette's old best friend is now leading a new life, ignoring his responsibilities toward the children, Georgette says. Living in a pitiable house in Sodeco, Georgette was buried in debt in her attempt to buy clothes, books and food for her children.

Where most see a ruined life, Bassma, a non-sectarian humanitarian association based in Lebanon, sees an opportunity.

Bassma now mentors Georgette's children, helps with their tuition fees, and even nominated Georgette for an exemplary mother award, which she won.

"I had just forgotten how to laugh. However, when Bassma came into my life, two years ago, everything changed. They have just brought to my life the laughter and delight I was about to forget," Georgette said.

Bassma has formed such close relationships with her family members that she now expects regular calls from them.

"I just feel there is something wrong when they don't call me," Bassma said.

For a woman who had forgotten how to smile and laugh, appearing on Future Television was a pleasant shock. The excitement is still visible on Georgette's face as she describes her interview on the popular television station.

"I knew that Bassma has arranged this interview for me. The TV program chose me as the "ideal mother" of the year. This was the best gift I have ever had," she said.

Sandra Klat, president of Bassma, said that she always dreamed of a charity association that could help troubled Lebanese children.

"After they showed us the needy families, we started a fund-raiser campaign. Formed with more than 30 members aged between 20 and 40, Bassma has now 29 families to take care of," Klat said.

"Each family has a member from Bassma. The association is just here to give support and bring joy to the family," she said.

She added that the association is working on a new project that would allow mothers to work at home and look after their children at the same time.



Klat said that each month, Bassma's families receive food rations offered by Bassma's suppliers. The suppliers tailor the food to Bassma's needs.

"We usually send sweets for children. If someone in the family suffers from diabetes for example, we just send them other food," said Lynda Karam, Bassma's secretary-general.

Karam said that Bassma has a member in Ajaltoun and another in Jbeil who have a family to look after.

"One of Bassma's members followed an 80-year-old hunchback woman. When he found out the environment she was living in, he started to look after her," Karam said. "He sent her our doctor to check on her. She was dying! Now, Josephine has got better and she still visits her handicapped sister once a week and feeds her from Bassma's food rations."

However, Klat said, families need more than food to survive. "We have several commissions in the association. We also send families to our doctors. After the diagnostic tests, doctors start to follow-up patients for free."

"There is also an activities' commission, which usually organizes summer camps that help teach the children teamwork.

Klat also says her organization helps to spread a message to all society that the poor must be looked after and not forgotten.

Klat, who said that young people should be aware of the poverty some in Lebanon face, said that Bassma welcomes anyone who wants to volunteer their time.

"Each person can be a member in Bassma."

REMERCIEMENTS

La famille du regretté

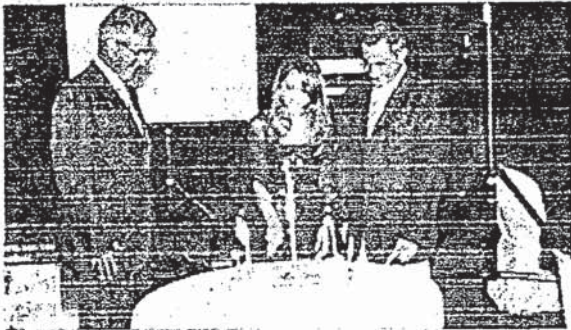
ÉDOUARD NICOLAS BOURI

ainsi que toute la famille Bouri

remercient tous ceux qui se sont associés à leur deuil par leurs condoléances, l'envoi de couronnes ou leurs dons à l'église, et les prient de trouver ici l'expression de leur gratitude émue.

SOCIAL

Dîner annuel de Bassma au profit des plus démunis



M. Maurice Sehnaoui, Mlle Sandra Klat et M. Roger Ourset découvrant le traditionnel gâteau d'anniversaire.

À l'occasion de son deuxième anniversaire, l'association Bassma a organisé jeudi passé son dîner annuel dans les jardins de l'École supérieure des affaires (Esa), au profit de l'action qu'elle entreprend auprès des personnes défavorisées.

Plus de 250 personnes ont répondu à l'appel de l'association, notamment le ministre des Affaires sociales, Assaad Diab, les députés Nassib Lahoud et Farès Souaid, M. Maurice Sehnaoui, PDG de la Société générale de banque au Liban (SGBL), M. Roger Ourset, directeur général de l'Esa, le Dr Omar Razzaz, directeur général de la Banque mondiale à Beyrouth, M. Dory Chamoun, Mme Nehmat Kanaan, directrice générale du ministère des Affaires sociales, Mme Catman, premier secrétaire de l'ambassadeur de France au Liban, M. Faivre, conseiller de l'ambassadeur de France au Liban, ainsi que M. Walid Kebbé, président de l'association des diplômés de l'Esa.

Au cours de la soirée, Mlle Sandra Klat, présidente fondatrice de Bassma, a prononcé une allocution au cours de laquelle elle a remercié tous ceux qui, par leur action ou leurs dons, ont contribué à l'expansion du message et des valeurs de l'association. Elle a également rappelé l'objectif et la raison d'être de Bassma, qui est d'aider les familles démunies, sans aucune distinction politique ou religieuse.

En effet, durant ces deux années, Bassma a multiplié les activités sur le terrain. Elle a pris en charge près de 29 familles démunies auxquelles elle a assuré des aides alimentaires, médicales, éducatives et culturelles, dans le but de les mener vers une autonomie financière.

Bassma poursuit son action en 2004 sous le thème « Sur le chemin du sourire » : elle a déjà mis en place deux projets de développement durable : les restos sourires et les ateliers sourires. Le premier resto sourire a vu le jour en mars 2004. Il sert régulièrement des plats chauds à une centaine de personnes. Quant aux ateliers sourires, ils ont pour objectif de lutter contre le chômage en aidant les femmes démunies à devenir productives, tout en travaillant chez elles, sans avoir à s'éloigner de leurs enfants.

Junior Achievment تطلق برامج تثقيفية لطلاب المدارس



اكرم عبد الخالق

اللقاء الموسع للجمعية

نانسي تير من Citi Bank لتجربتهما الناجحة مع الجمعية خلال تقديمها البرنامج في المدرسة الأهلية واصفة الدروس بالتفاعلية مع الطلبة. كذلك قدمت دينا الخوري عرضاً على الشاشة الكبرى يلخص لانشطة الجمعية التي شملت 5 ورش عمل مع 180 متطوعاً. ووفرت البرنامج التثقيفي في 18 مدرسة لنحو ألف و600 طالب وطالبة. وفي ختام اللقاء جرى توزيع دروع تكريمية وشهادات تقدير على بنك عوده و Cisco من كبار المؤسسات المانحة. تجدر الإشارة الى ان جمعية Junior Achievment هي جمعية انسانية عالمية لا تبقي الربح، تقوم على العمل التطوعي ولها فروع في معظم دول العالم. ويقطن فرعها في لبنان 30 مدرسة رسمية وخاصة.

السيرة الذاتية تمهيدا لدخول سوق العمل، في حين يعتبر المشروع الثاني بعنوان Job Shadow day خطوة رائدة في خلق اجواء ملائمة لدى الطلبة في القطاع المهني المستقبلي عبر اختيار يوم واحد داخل المؤسسة او الشركة التي يرغبون العمل فيها. وشهد اللقاء الاستشاري الثاني من نوعه خلال العام الدراسي الحالي نقاشات مستفيضة بين المشاركين بغية مضاعفة الجهود لتحسين احوال التمويل تماشياً مع اهداف برامج الجمعية التي تطل الشقين المالي والمهني لتلامذة المدارس ما بين 15 و18 سنة. وأكد ريمون عوده ايمان المصرف بعنصر الشباب الذين يشكلون مستقبل الوطن وقدم حسام كيال من Cisco System مداخلة مشجعة لتبني المسؤولية الاجتماعية تجاه الشباب في حين عرضت المتطوعة

أطلقت جمعية انجازات الشباب "Junior Achievment" فرع لبنان مشروعاتين جديديين ضمن سلسلة برامجها التثقيفية الموجهة الى طلاب المدارس والثانويات الرسمية والخاصة اثناء اللقاء الموسع للشركات والمؤسسات المانحة في فندق متروبوليتان بحضور رئيس الجمعية كمال كرا ومجموعة واسعة من اصحاب ومدراء المضاريف والشركات الممولة بينهم المدير العام لبنك عوده وريمون عوده ووالتر سيوفي نائب رئيس مجموعة Citi bank group من كبرى المضاريف الداعمة لبرامج الجمعية وانشطتها الانسانية والاجتماعية. ويشمل المشروع الاول Sucess Skills حملة ادوات وأنشطة وبرامج ودورات تثقيفية تهدف الى تنمية الكثير من المهارات الشخصية لدى طلبة الثانويات مثل الاختيار المستقبلي للمهنة وإجراء المقابلة وكيفية صياغة

Appendix J

THE SCOUT LAW

1. A scout's honor is to be trusted.
2. A scout is loyal to the King, and to his officers, and to his country, and to his employers. He must stick to them through thick and thin against anyone who is their enemy, or who even talks badly of them
3. A scout 's duty is to be useful and to help others.
4. A scout is a friend to all, and a brother to every other scout, no matter to what social class the other belongs.
5. A scout is courteous: That is, he is polite to all but especially to women and children and old people and invalid, cripples, etc. And he must not take any reward for being helpful or courteous.
6. A scout is a friend to animals. He should save them as far as possible from pain, and should not kill any animal unnecessarily; even if it is only a fly for it is one of God's creatures.
7. A scout obeys orders of his patrol leader or scoutmaster without question
8. A scout smiles and whistles under all circumstances. When he gets an order he should obey it cheerily and readily, not in a slow hangdog sort of way
9. A scout is thrifty, that is, he saves every penny he can, and puts it into the bank, so that he may have money to keep himself when out of work, and thus not make himself a burden to others; or that he may have money to give away to others when they need it
10. A scout is wholesome in his actions, his words and his thoughts

Appendix J-2

Les Scouts du Liban-Internal Structure

Le Comité Directeur

Le Comité Directeur est composé de 7 membres élus par l'Assemblée Générale Extraordinaire (pour un mandat de 3 ans) et de 3 membres qui sont des membres d'office (Évêque Protecteur, Aumônier Général et Commissaire Général). Il trace les grandes lignes d'orientation du mouvement.

Le président représente l'Association envers l'Etat, préside les manifestations internationales et délègue des personnes pour les relations extérieures.

Le Commissaire Général

Le Commissaire Général est nommé par le Comité Directeur pour un an renouvelable (maximum quatre ans). Il est responsable des activités de l'Association. Il nomme les Commissaires de Branche et de District, représente l'Association à tout organisme fédéral et auprès des organismes officiels et privés. Il prévoit les dépenses de l'Association pour l'année courante, dirige les activités des Branches et coordonne les activités des Districts. Il est responsable des affiliations, nomme les chefs d'unité et leurs assistants. Il crée des postes et services nécessaires à la bonne marche de l'Association.

Les Branches

Le Commissaire de Branche fixe les programmes et veille à leur application en se faisant aider par ses assistants qui se trouvent dans les différents districts. Il établit les programmes de formation et propose les nominations au Commissaire Général. Il communique aux districts les différentes directives et orientations.

Les assistants, eux, aident le Commissaire de Branche dans sa tâche et assurent le suivi des unités de leurs districts.

- Branche Louveteau
- Branche Louvette
- Branche Eclaireur
- Branche Eclaireuse
- Branche Route
- Branche Pionnière

Les Commissaires de Districts

Le Commissaire de District coordonne avec les chefs des groupes et les chefs des unités. Il contrôle tous les groupes dans son district et veille à ce qu'ils soient dirigés selon l'Esprit, les Status, et Règlement des SDL. Il assure de même le développement du mouvement en créant, avec l'aide du Commissariat au Développement et des équipes de Branches, de nouveaux groupes et de nouvelles unités. Il propose au Commissaire Général les affiliations, les nominations et assure le suivi du recrutement et de la formation des responsables. Il désigne, en début d'année, les Chefs des unités et leurs assistants à leur fonction.

Le Commissariat au Développement

En collaboration avec les Commissaires de Districts et de Branches, le Commissariat au Développement assure le premier suivi des nouvelles unités des nouveaux groupes. Il les accompagne et assure la formation des cadres et des membres.

Le Commissaire Administratif

Le Commissaire Administratif s'occupe avec son équipe des correspondances, archives, cartes d'identité et assurances. Il s'occupe, également, des procès verbaux des réunions du Quartier Général, détient le trésor de l'Association, s'occupe des mouvements de trésorerie.

Le Service d'Entraide

Le Service d'Entraide assure le lien entre les groupes en besoin et les groupes et autres organismes donateurs. Il encourage tous les groupes entreprenant des projets à but lucratif à rentrer en contact avec ce service et à y participer activement.

Le Commissariat International

Le Service International est responsable des relations de l'Association avec les Associations Internationales partenaires. Il assure le contact pour l'accueil des scouts ou des unités étrangères arrivant au Liban. Il est responsable également de la coordination des voyages des unités libanaises à l'étranger.