

HUMAN RIGHTS INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS
CONTRIBUTIONS TO THE SUSTAINABLE DEVELOPMENT GOALS
IN LEBANON

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at Notre Dame University-Louaize

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts in International Affairs and Diplomacy – International Law

by
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“Knowledge is in the end based on acknowledgment”. Ludwig Wittgenstein.

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Abbreviations

B

BLN: Basic Literacy and Numeracy

C

CARL: Competency Assessment for Responsible Leadership

CPHA: Child Protection and Humanitarian Access

CP&A Child Protection and Adolescent

CSR: Corporate Social Responsibility

E

ECE: Early Childhood Education

ECD: Early Childhood Development

ESD: Education for Sustainable Development

EU: European Union

F

FCV: Fragility, Conflict, and Violence

FPSS: Focused Psycho Social Support

G

GBV: Gender Based Violence

GCE: Global Environment Center

GHG: Greenhouse gases

I

IAEG-SDG: Inter-Agency and Expert Group on SDG indicators

ICT: Information and Communication Technology

ILO: International Labor Organization

INGO: International Non-Governmental Organization

IO: International Organization

IPA: Importance-Performance Analysis

M

MEHE: Ministry of Education and Higher Education

MoSA: Ministry of Social Affairs

N

NCG: Nurturing Care Group

NHRIs: National Human Rights Institutions

NSO: National Statistics Office
NSSs: National Statistics Systems

P

PSS: Psycho Social Support

S

SD: Sustainable Development
SDGs: Sustainable Development Goals
SME: Small and Medium Enterprises

T

TPD: Teacher Professional Development
TWO: Tsungirirai Welfare Organization

U

UN: United Nations
UNDP: United Nations Development Programme
UNICEF: United Nations Children's Fund
US: United States

W

WASH: Water, Sanitation, and Hygiene
WBG: World Bank Group
WHO: World Health Organization
WWTP: Waste Water Treatment Program

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Abstract

International Non-Governmental Organizations' (INGOs) contributions to Sustainable Development Goals (SDGs) is a subject that has gained great attention within the academic and practical fields. The human rights INGOs have a leading role in contributing to the SDGs as recognized by the 2030 agenda with a particular focus on developing countries. Lebanon as a developing country has committed to the achievement of the 17 SDGs in 2015 and is considered on its average performance. The main role of INGOs in developing countries is to ensure that the 17 global SDGs can be translated from the international framework to the national context. Hence, the main objective of this study is to explore and evaluate human rights INGOs' contributions to the SDGs in Lebanon. Secondary and primary research methods were applied with a sequential mixed methods exploratory design following three phases of qualitative and quantitative data collection and analysis methods under the Theory of Change (TOC). This process allowed the author to explore and validate a total of 33 SDGs outcomes applicable to the case of human rights INGOs in Lebanon. Two semi-structured interviews with two program directors were conducted and a questionnaire with 227 INGOs employees was administered online to address their perceptions towards SDGs interventions. The findings obtained from the interviews were analyzed using a causal pathway analysis method and revealed 19 SDGs interventions as well as, areas of success and failure of the INGOs interviewed in contributing to the SDGs. The Importance-Performance Analysis (IPA) technique was used to analyze the results of the questionnaire. Results provided insights on how to reallocate INGOs resources and prioritize INGOs interventions. The new insights gained as well as, the theoretical, practical, and methodological contributions of this thesis are numerous and of great added value for future studies.

Keywords: International Non-Governmental Organizations; Sustainable Development Goals; Theory of Change; Employees perception, Importance–Performance Analysis; Lebanon.

JEL classification: Q01; F53.

Introduction

As the title of this thesis indicates, we seek at exploring and analyzing human rights International Non-Governmental Organizations (INGOs) contributions to the Sustainable Development Goals (SDGs) in Lebanon. We start our introduction with a brief overview of the key concepts constituting this current study. Sustainable Development (SD) is about creating a balance between economic, sociocultural, and environmental development in the long term. We have adopted the definition proposed by Parkin (2000) which identifies sustainability as a process enabling human interaction with their surrounding in a responsible way while improving the quality of life of people and their well-being and protecting the environment with its resources. The 17 SDGs were introduced by the United Nations (UN) in 2015 to deal with the unsustainable practices and irresponsible behavior of people, they have changed how development is understood (Caballero, 2019).

To attain the 17 SDGs, human rights INGOs play a key role. They develop and implement many projects and activities ranging from raising awareness, educating people, and promoting equal and sustainable lifestyles to protecting and sustaining human rights at the national and international levels (Ryfman, 2007; United Nations, 2010). The role of human rights INGOs in contributing to the SDGs within developing countries is becoming more important than ever before (Hege & Demailly, 2018; Sustainable Development Goals Cooperation Center [SDGCC], 2022).

Lebanon is selected as the case study of this thesis for two main reasons. First of all, Lebanon is a developing country that is currently facing many crises (political, economic, health, security, etc.). These have major negative impacts on the quality of

life and the well-being of local communities in Lebanon (El Charif, 2021; United Nations Lebanon [UN], 2020; Wehbi, 2020; World Bank In Lebanon, 2021). Second, Lebanon which committed to the achievement of the SDGs in 2015 has not yet achieved any of the goals. According to the United Nations Development Programme (UNDP) (2021a), Lebanon is moderately improving toward achieving these goals and is on the average performance.

Thus, Lebanon needs sustainable practices and processes to be able to contribute to these goals. There are currently in Lebanon more than 50 active human rights INGOs who are working toward achieving the SDGs (F. Anouti, personal communication, Lebanese Humanitarian INGOs Forum [LHIF], April 27, 2022). Thus, this thesis aims at answering two main research questions:

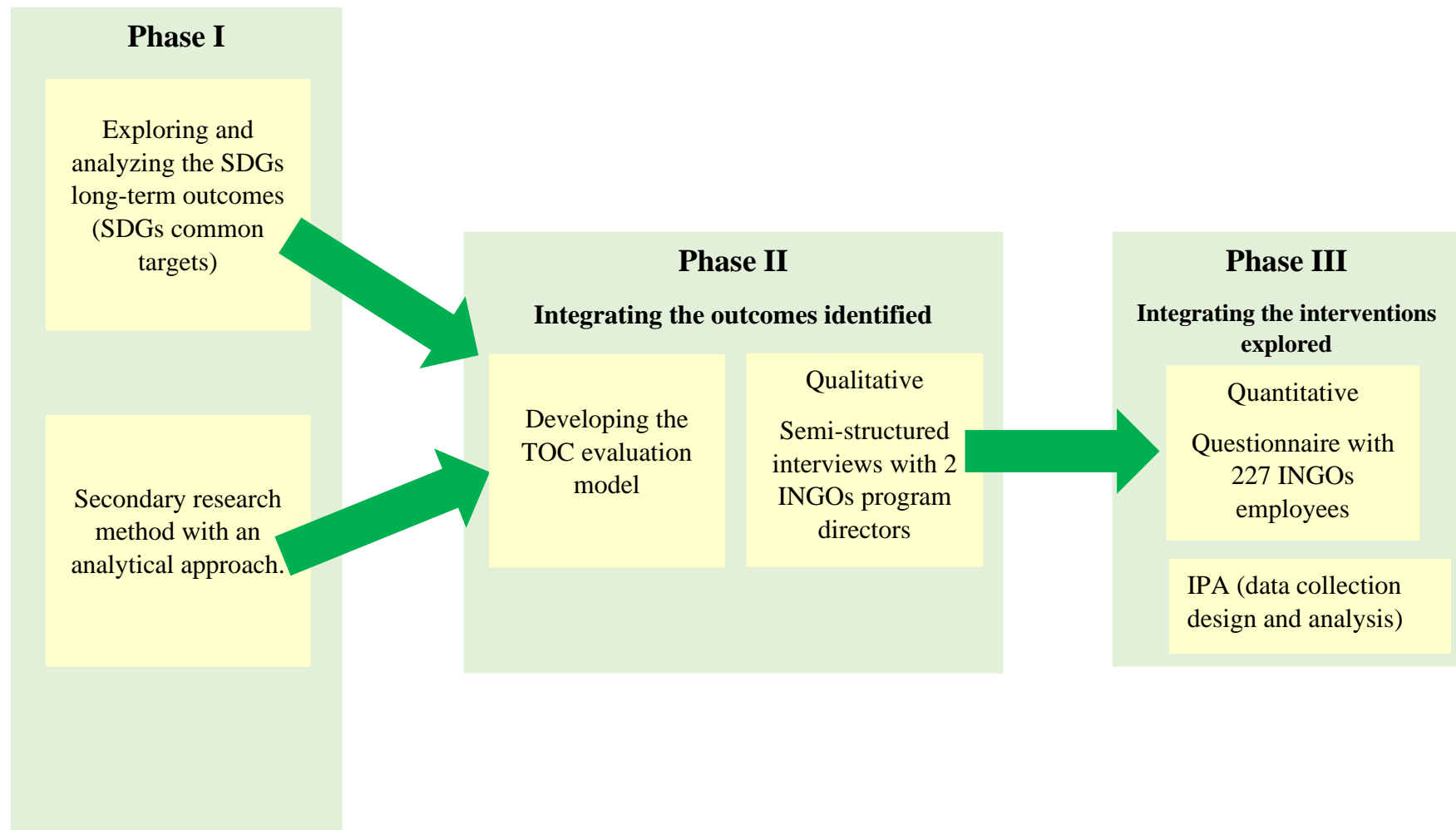
1. How do human rights INGOs contribute to the SDGs in Lebanon?
2. How do employees perceive INGOs' contributions to the SDGs?

The INGOs employees are selected since they are one of the main stakeholders in this context. Our review of the literature has demonstrated, examining employee perceptions is somehow neglected by scientific researchers. To address these research questions, we apply the Theory of Change (TOC). The TOC was introduced in 1990 in the United States (US) and was mostly applied within theory-driven evaluation in the field of community initiatives (Reinholz & Andrews, 2020; Stein & Valters, 2012). A great deal of research has been dedicated to the TOC application within the SD and the SDGs fields. We apply in this thesis an outcome-based approach to the development of our TOC framework. The purpose is then to explore and evaluate human rights INGOs' interventions in Lebanon (their programs, projects, practices, and initiatives) to contribute to the SDGs.

The sequential mixed methods exploratory design is adopted. This approach is defined as the triangulation of the realization of complementary methods to validate results obtained through quantitative and quantitative data collection methods (Dunning et al., 2007; Lingard et al., 2008). We present in figure 1 our sequential mixed methods exploratory design. The process of data collection and analysis follows three main phases:

1. **Phase I:** identification of the SDGs' long-term outcomes which are the SDGs' common targets agreed upon by the international and global organizations (Regional commissions New York Office, 2021). A secondary research method is applied in this phase with an analytical approach to analyze the SDGs targets and come out with a set of long-term outcomes applicable to the case of human rights INGOs in Lebanon;
2. **Phase II:** in the second phase of our methodology adopted, we develop the TOC evaluation model based on the data obtained from the literature review as well as from phase I (the SDGs' long-term outcomes). A qualitative method is adopted; two interviews are conducted with two program directors at two human rights INGOs in Lebanon.
3. **Phase III:** a quantitative method is adopted, this last phase involves the development and dissemination of an online questionnaire with 227 employees based on the results of the interviews (the SDGs interventions identified). An Importance Performance Analysis (IPA) tool is implemented for the data collection (questionnaire design) and the data analysis techniques. The IPA is a useful management tool (Phadermrod et al., 2019), it is used in this thesis to measure the importance-performance accorded to the interventions from the employees' perception.

Figure 1. The three phases of the sequential mixed methods exploratory design implemented.



Conducting this research is crucial given the fact that SD is a global agenda. All countries around the world are responsible to put practical and managerial actions and activities to contribute to the 17 SDGs, Lebanon is not an exception. Expected results will be of great added value for INGOs in Lebanon where they can improve their management and decision-making process. To the best of our knowledge and according to the secondary research conducted, this thesis is considered one of the few research attempts to examine this topic in Lebanon.

Along with these practical contributions, this research has in addition many theoretical and methodological contributions. Research on human rights INGOs' contributions to the SDGs in developing countries is lacking, the results of this research will have a significant contribution to the current body of knowledge. Furthermore, the limited research focus on employees' perception toward INGOs interventions is another research gap. The findings of this thesis will enhance our understanding of this topic and inform future studies. One main methodological contribution is the IPA management tool, given its lack of application within the SDGs field of research.

This thesis is divided into five main chapters. The first chapter provides a comprehensive overview of the concepts, their definitions, and their importance at an international and national level. In the second chapter, the literature review of this thesis, we present and discuss studies that have already been conducted on this specific topic and published in top peer-reviewed journals for the period 2012-2022. Chapters 3 to 5 are the empirical chapters and are dedicated to the implementation of the three phases of our sequential mixed methods exploratory design adopted.

Chapter 1: Benchmarking Human Rights INGOs Contributions to the SDGs

The concept of SD has currently become a key concept for industries around the world. To facilitate and direct its implementation, the UN adopted 17 goals known as SDGs, in 2015. The purposes of those were to end poverty, protect the planet, end discrimination against women and girls, and ensure that by the end of 2030 all people enjoy peace and prosperity (United Nations Development Programme [UNDP], 2021b). Since then different sectors were mobilized and encouraged to prioritize these goals and integrate them into their action plans. As recognized by the 2030 agenda, INGOs within the human rights sector have a leading and key role in meeting and contributing to the SDGs, particularly within developing countries.

I. New Era of SD: A Brief Overview

The launching of the UN Brundtland report (1987) has brought the world's attention toward a development that is more responsible in the long term, known as SD. The introduction of this concept has created many changes at a local, national and international levels. The traditional definition of SD is “*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” (United Nations Educational, Scientific and Cultural Organization [UNESCO], 2021). Other definitions of SD can be presented and below are a few of them.

I.1. Few Definitions of SD

The definition adopted by Parkin (2000) is the one that differentiates between the terms “sustainable” and “sustainability”; this thesis considers this specific definition. That is “*SD is a process which enables all people to realize their potential and improve their quality of life in ways that simultaneously protect and enhance the Earth’s life-support systems*”. So, the distinction is made here between SD as a human process and sustainability as the high-end goal or the quality of the processes undertaken. SD can also be defined as one that requires changes in decision-making and strategies as well as, an economic orientation toward strategies that are more sustainable while protecting cultural and natural resources (Espiner et al., 2017).

The definition of Parkin (2000) presents the concept of SD as requiring different processes and actions that should be undertaken within the context of sustainability. In other words, it describes SD as a powerful concept for the development of societies at the economic, socio-cultural, and environmental levels. Its achievement necessitates serious human-being contributions. People all over the world are required to adopt and implement different quality processes to achieve a world that can be sustained for future generations.

The main idea of SD is associated with the fact that “together we can build our common future”, a future that is more responsible and secure, where environmental, socio-cultural, and economic resources are sustained in the long term for future generations to benefit from. Many reasons, concerns, and urgent threats have contributed to the introduction and adoption of SD. These include mainly the increasing environmental problems in the South (threatened ecosystems and flora and fauna species), the unsustainable management of consumption and production in different

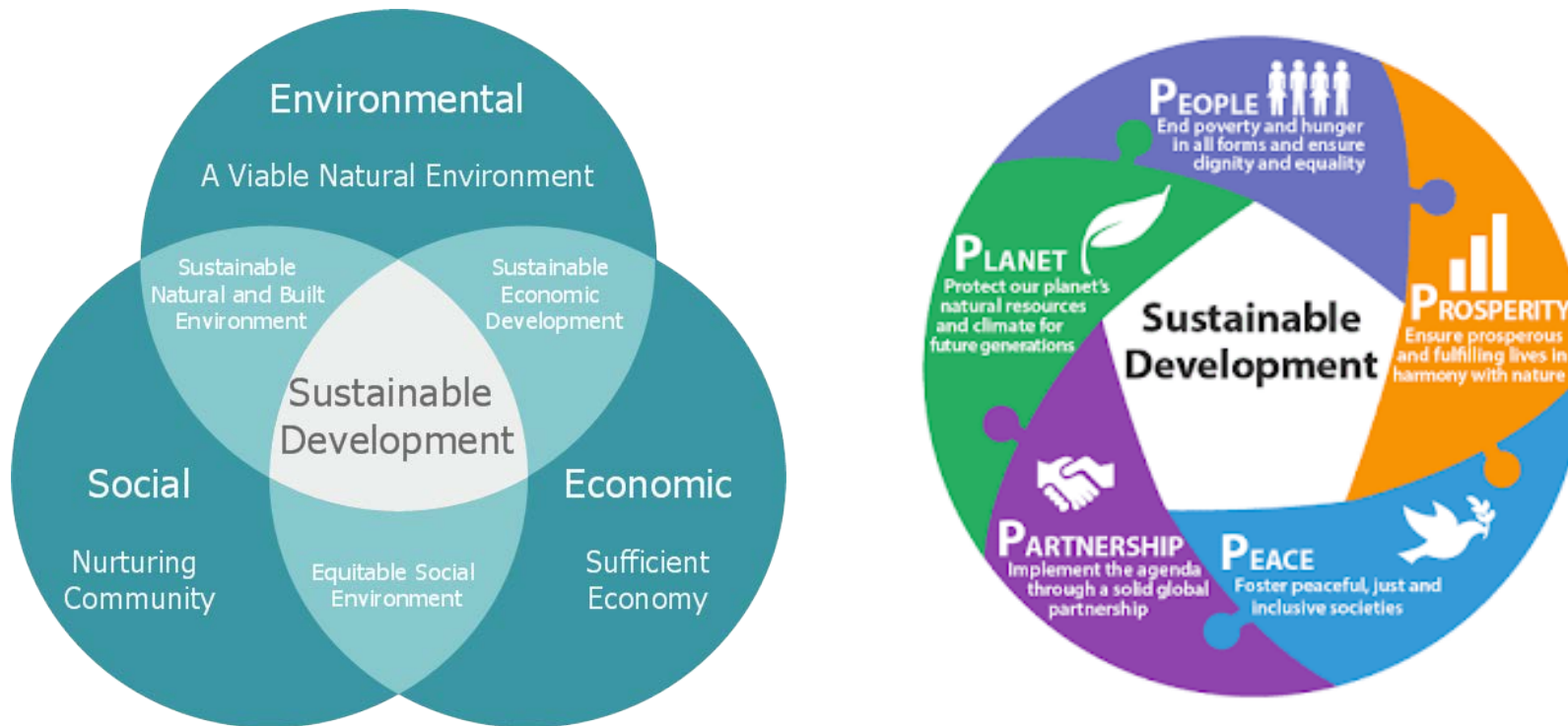
countries of the North, and the growing number of people who are living in poverty; hungry people. The “Our Common Future” report suggested then a shift toward stewardship instead of overuse of resources so people can have equal opportunities to access and use these resources (United Nations [UN], 1987).

Since the launching of the Report, sustainability and SD have been widely adopted phenomena in different sectors, especially within the sectors of construction, environment, transportation, geography, heritage, tourism, agriculture, politics and human rights, etc. (Johnston, 2014). All the sectors can implement this concept but of course according to the sector’s field of expertise and interests.

I.2. Key Principles and Elements of SD

Figure 2 summarizes the key principles and elements of SD under the environmental, socio-cultural, and economic dimensions that stakeholders should align with, to adopt a responsible behavior that contributes to achieving SD. According to figure 2, for development to be sustainable and protect the environmental natural, and cultural resources, it should provide a viable natural environment. Socio-cultural SD means well-developed and empowered communities that can manage and protect their environmental resources and sociocultural capital. Last but not least, economic sustainability is about having well-balanced economic growth. Of course, the relationships between the three dimensions should also be maintained.

Figure 2. Dimensions and key principles for the achievement of the SD (Ademovic, 2018).



The key elements of SD can be classified under five main areas: people, planet, prosperity, peace, and partnership. SD for people means ending poverty and hunger with equal distribution of profits and wealth and no discrimination between gender and nationalities. The planet is sustainable when natural and cultural resources are protected for future generations. Prosperity is reflected by the harmonized nature and lives on the earth. Peace is more related to human-being who is required to ensure peace and justice. Partnership (global, national, and local) is the most important above all, without the partnership between all stakeholders involved none of the elements and principles of SD can be achieved.

Putting SD then into practice is not an easy task. It requires unstoppable efforts and effective collaboration and cooperation between all the stakeholders involved. For this, the SDGs were developed and adopted by the UN in 2015 categorizing the key principles and elements of SD into broader goals and objectives.

II. The SDGs: Introduction and Importance for Countries' Growth

As mentioned earlier, the SDGs were adopted by the UN in 2015 to solve the different problems that have occurred during the last decades due to unsustainable practices and ineffective/inefficient planning and management in the developed and developing countries (with concerns and issues that are more severe of course in these countries). As shown in figure 3, the 17 SDGs tackle all aspects of the societies (socio-cultural, economic, education, etc.), and the environment (aquatic and terrestrial, climate changes, etc.).

Figure 3. The 17 SDGs of the UN (United Nations [UN], 2020a).



II.1. Introducing the SDGs

The 17 SDGs with their targets (figure 4) (referred to in Appendix A. with a detailed description of each) are interconnected. This means that achieving one goal contributes to the achievement of one or more of the others. For instance, when SDG 1 (which is about poverty reduction and alleviation) is achieved, SDG 2 (zero hunger) and also SDG 8 (decent work and economic growth) for example, are also achieved, and so on. There is also some hierarchy between the goals. Countries cannot aim for better, high-quality education if people are still poor and have no access to basic healthcare.

So, there are many common interventions between the 17 SDGs. The most important above all include critical governmental intervention, applying laws and regulations, increasing the awareness of different stakeholders, empowering women, sustainable planning and management, responsible behavior and consumption of natural, cultural, and other community resources, educating and enhancing skills and capabilities for workers with no sex discrimination, collaboration, and partnership at different levels (international, national, and local), etc.

Figure 4. The full list of the UN's 17 global goals (Worthstone, 2017).

1 NO POVERTY 	End poverty in all its forms everywhere
2 ZERO HUNGER 	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3 GOOD HEALTH AND WELL-BEING 	Ensure healthy lives and promote well-being for all at all ages
4 QUALITY EDUCATION 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls
6 CLEAN WATER AND SANITATION 	Ensure availability and sustainable management of water and sanitation for all
7 AFFORDABLE AND CLEAN ENERGY 	Ensure access to affordable, reliable, sustainable and modern energy for all
8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
10 REDUCED INEQUALITIES 	Reduce inequality within and among countries
11 SUSTAINABLE CITIES AND COMMUNITIES 	Make cities and human settlements inclusive, safe, resilient and sustainable
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Ensure sustainable consumption and production patterns
13 CLIMATE ACTION 	Take urgent action to combat climate change and its impacts
14 LIFE BELOW WATER 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15 LIFE ON LAND 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16 PEACE AND JUSTICE 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17 PARTNERSHIPS FOR THE GOALS 	Strengthen the means of implementation and revitalise the global partnership for sustainable development

II.2. SDGs' Achievements Worldwide and in Lebanon: Key Figures

The SDGs were officially implemented in 2016. Countries, however, are still far from achieving these 17 SDGs, despite good global contributions since 2016. Figure 5 presents a few key global achievements of the 17 SDGs as reported by the annual UNDP reports. According to figure 5, effective contributions were made to reduce poverty and hunger, to protect the terrestrial, mountains, and freshwater covered by protected areas, to ensure access to primary education, to increase access of women to national parliaments and local government seats, to enhance industries and economic activities, to increase urban policies and plans, and to develop effective crisis management plans. Developed or high-income countries had greater contributions than developing ones.

Applying the SDGs in Lebanon is supported by the UN. The Lebanese government has committed to the achievement of the 17 SDGs in 2015, where the former Prime Minister “Tammam Salam” assured at the Summit on SD 2015 that took place in New York that the Lebanese government will make whatever is needed to adopt and put in place the UN goals (Haddad & Zoghaib, 2018). Limited actions were then taken to facilitate the contributions to the global SDGs including the most important one which was establishing a national committee to lead the implementation of the goals by June 2017¹, and the signature on a project entitled “SDGs in Lebanon: analyzing gaps and reporting progress”.

¹ The committee was formed according to decision No. 203/1027 based on decree No.2 on 18/12/2016 and decision No.69 on 21/06/2017.

Figure 5. Key figures on countries’ global contributions to the achievement of the SDGs for the period 2016-2021 (United Nations Development Programme [UNDP], 2021b; United Nations [UN], 2016, 2017, 2018, 2019, 2020b, 2021). NB: data gathered and figure developed by the author.

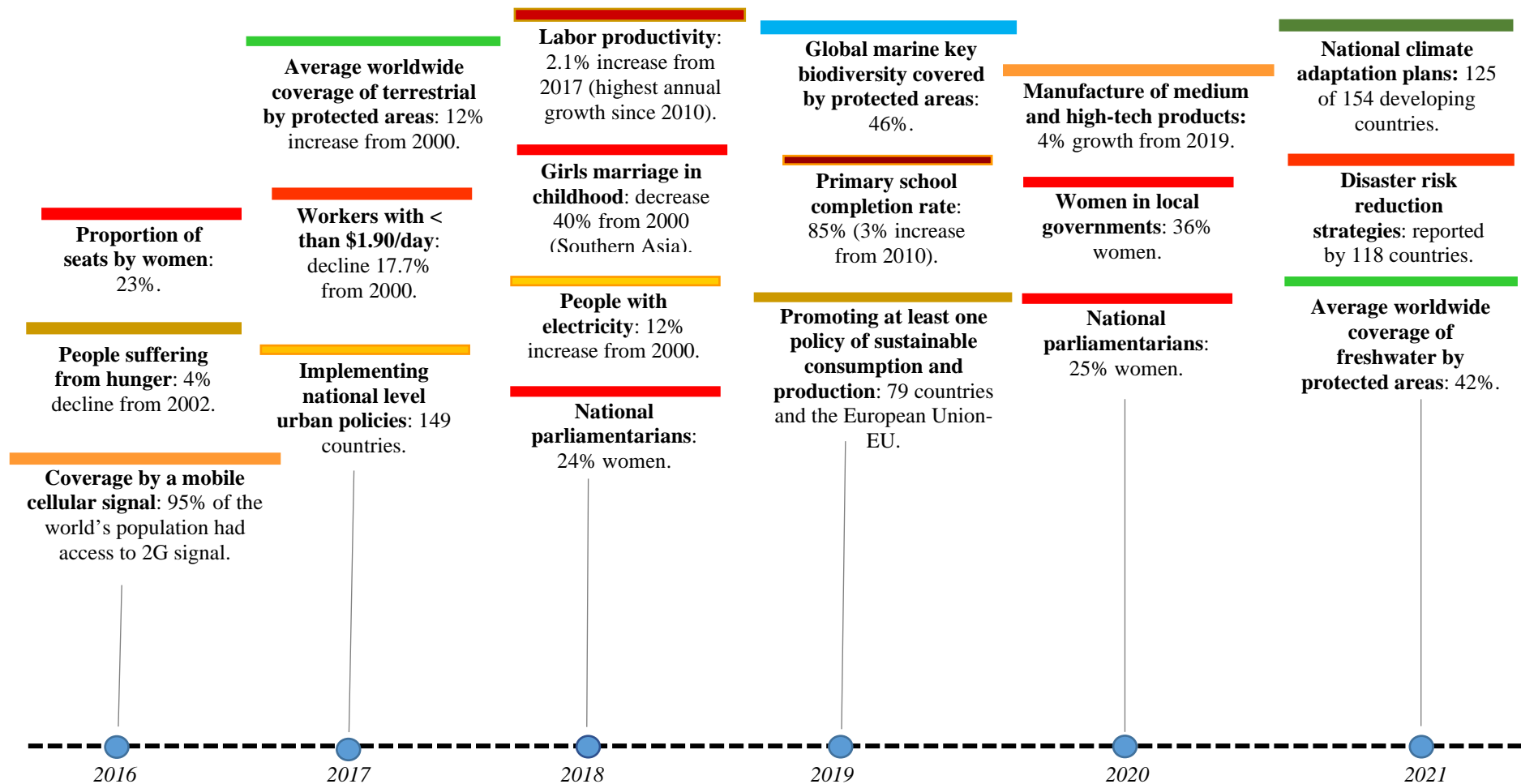


Figure 6. Lebanon SDGs 2021 status (United Nations Development Programme [UNDP], 2021a).



Figure 7. Lebanon’s overall performance and average performance by SDG for the year 2021 (United Nations Development Programme [UNDP], 2021a).

▼ OVERALL PERFORMANCE

COUNTRY RANKING

Lebanon
93 / 165

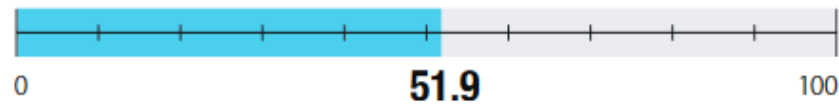
COUNTRY SCORE



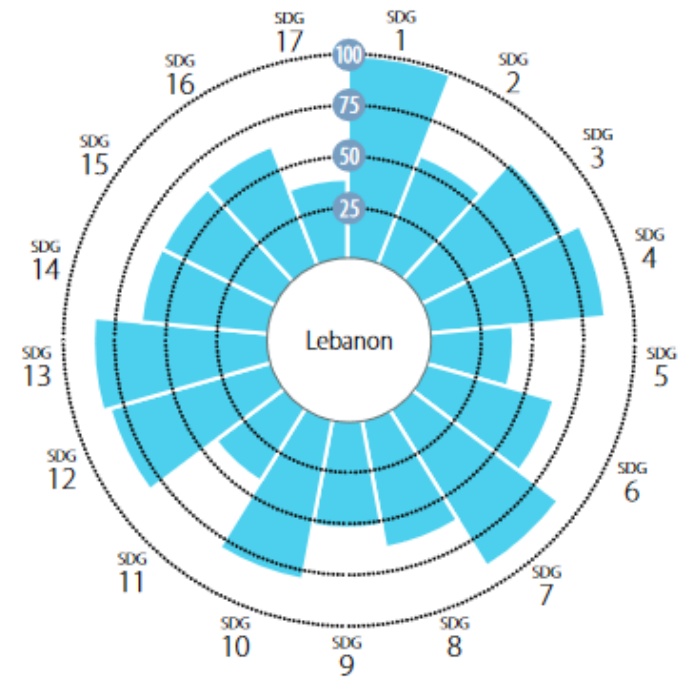
REGIONAL AVERAGE: 67.1

STATISTICAL PERFORMANCE INDEX

0 (WORST) TO 100 (BEST)



▼ AVERAGE PERFORMANCE BY SDG



Not much, thus, has been done regarding the contribution of Lebanon to the SDGs; while some achievements have been reported others are still lacking. Figures on Lebanon's contributions to SDGs are more sector-specific or even organization specific. National reviews on SDGs provide some analysis of the current status of SDGs achievements in Lebanon with some recommendations for better contributions (Haddad & Zoghaib, 2018).

The UNDP international tracking and measurement of Lebanon's SDGs achievements for 2021 can be summarized in figure 6. According to the figure, the status of Lebanon's achievements in 2021 varies across the 17 SDGs. None of the SDGs has been achieved until today. For some of them (Goals 1 and 2), Lebanon is on track or is maintaining the achievement. For SDGs 3, 6, 9, 13, and 17, Lebanon is moderately improving toward achieving these goals. For many other goals, Lebanon's achievement is stagnating and for others (quality education, reduced inequalities, and responsible consumption and production) information is unavailable to track the achievements. For the overall performance (figure 7), Lebanon is ranked 93 over 165. For the performance index, Lebanon is on average performance with 51.9 over 100 demonstrating that Lebanon is on track to achieve the 17 SDGs or it is maintaining the achievements done so far.

The Coronavirus disease or the COVID-19 crisis which appeared end of 2019 and remains until today, had major negative impacts on countries worldwide including Lebanon, which was already facing an economic crisis and political and civil unrest since 2019. The Coronavirus pandemic had not only affected people's health and well-being but also their economic and socio-cultural situations, as well as, their lifestyles (World Health Organization [WHO], 2022). The development gains and the years of

progress on the SDGs were somehow lost since countries, associations, and governments were not well prepared for such a crisis.

We present below some key global figures concerning the implications of the health crisis during 2020 and 2021. A remarkable increase in the number of people in poverty and hunger due to job loss and lack of financial support (more than 71 million people were affected and 70-161 million experienced extreme hunger in 2020); an increase in the number of deaths especially children. Also, 90% of students were out of school due to the closure of schools and not all of them had access to an internet connection to pursue their studies, an increase in the risk of violence against women and girls (in some countries the percentage of domestic violence reached 30%), GDP per capita declined by 4.2% in 2020, etc. (United Nations [UN], 2020b, 2021).

The figures for Lebanon are quite similar but more severe. The health crisis has contributed to more marginalized and vulnerable people. According to the results of the UN annual report, the number of Lebanese people living in poverty was 55% in 2020 with 25% extremely poor, 55% of households reporting food shortages, more than 500,000 children having no access to education in 2020 due to the closure of schools in Lebanon, etc. (United Nations Lebanon [UN], 2020).

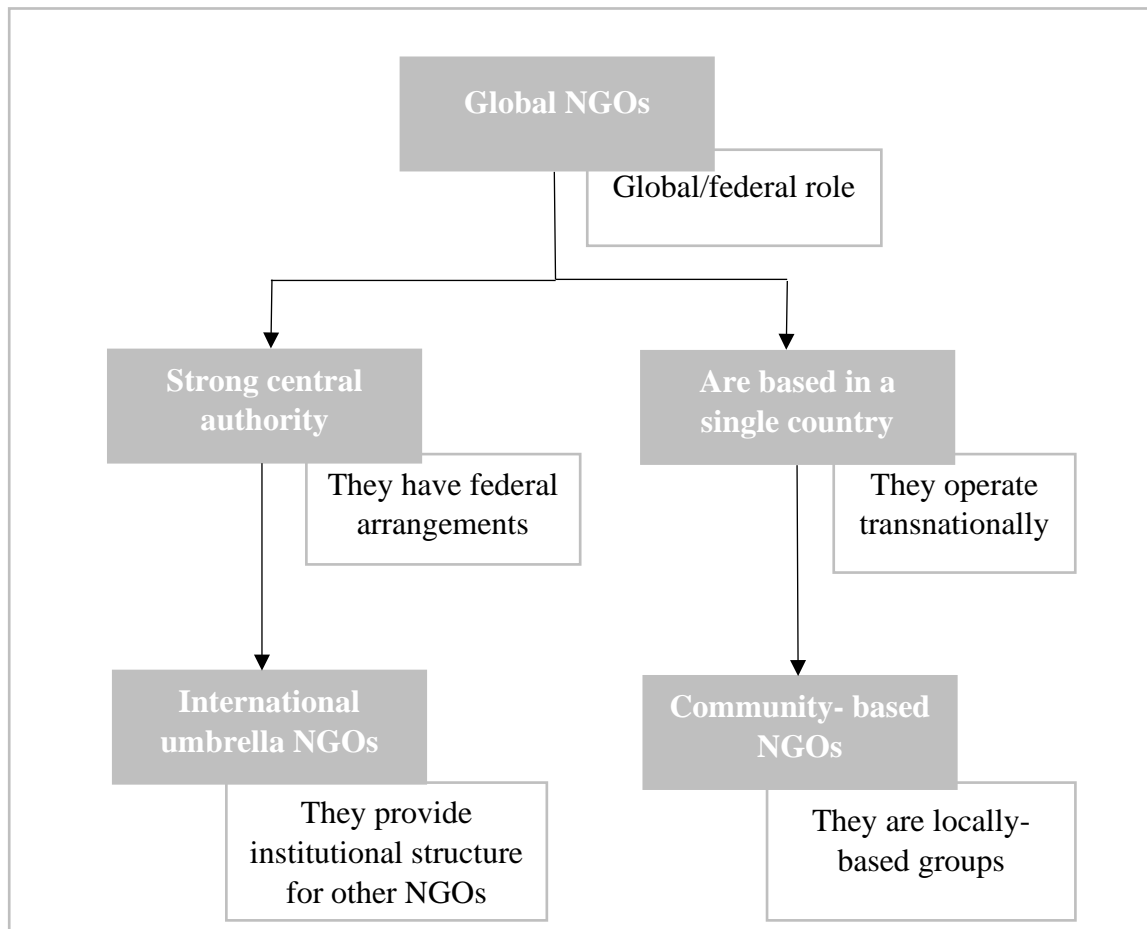
Along with these major negative implications, the Coronavirus and its consequences had also highlighted the failures of countries within different areas of planning and management and their lack of ineffective proactive plans and strategies. It has opened the world's eyes to the necessity to be proactive at different levels, develop recovery plans, build strong health systems, improve universal health coverage, and enhance cooperation and partnership as well as technology and online communication platforms, to increase opportunities for virtual jobs and to shift toward dematerialized operations, etc.

Not only that, but the health crisis had also many “*positive*” impacts including but not limited to a decrease in greenhouse gas emissions by 6% in 2020, an increase in the chances for oceans to recover due to the limited human activities, and the lockdowns, an increase in the number of policies and sustainable plans and strategies, etc. (ibid).

III. The Role of Human Rights INGOs in Contributing to the SDGs

The term “Non-Governmental Organization (NGO)” appeared in 1945 after the formation of the UN. An NGO is defined as an independent body not under the control of any form of government even if it was formed or funded by governments. It has no economic objectives, is funded by donors, and acts against any form of violence and discrimination (Willetts, 2006). In general, the UN has recognized all types of private bodies as NGOs. The latter have different structures and hierarchies that are defined according to their scope and level of work and performance (figure 8).

According to the figure, there are five structures of NGOs: global NGOs, strong central authority NGOs, transnationally operated NGOs, community-based NGOs, and international NGOs. In our thesis, we are interested in the work of international NGOs (INGOs) as they have a local and international influence and can also enhance international relations because of their presence in various countries around the world and are part of global confederations.

Figure 8. The structures/hierarchies of NGOs (Eilstrup-Sangiovanni, 2018; Willetts, 2006).

INGOs have diverse roles and responsibilities (Morton, n.d.; Werker & Ahmed, 2007):

- They undergo social movements;
- They deliver aid services/humanitarian assistance;
- They induce or change policies at the national or even the international level. Some of the INGOs are involved in policy dialogue, advocacy, lobbying, and campaigning work at the domestic and international levels;
- They improve community growth;
- They provide fundraising;
- They can influence decision-making;

- And last but not least, INGOs have a critical role in contributing to the SDGs.

III.1. INGOs Role and Responsibilities Within the Human Rights Sector

Within the human rights sector, INGOs have much more to do. According to Ryfman (2007), human rights actions have two main characteristics: they are fluid and are constantly evolving in types and forms. As such, human rights during the early 21st century are different from those of the 19th century, and so on. Human rights priorities vary in distance, time, and context (political, economic, socio-cultural).

The key roles of human rights INGOs include protecting and sustaining human rights, increasing public awareness, empowering women, providing training for local communities, decreasing poverty, ensuring effective access to public services, etc. (Nanda, n.d.). Furthermore, human rights INGOs mediate the work of National Human Rights Institutions (NHRIs); that is they diffuse national human rights at a global level by mediating and mobilizing the human rights and NHRI discourses between the UN and local actors (European Union Agency for Fundamental Rights, 2020; United Nations, 2010). For this, the presence of INGOs in developing countries is becoming more and more obvious.

III.2. Human Rights INGOs Contributions to the SDGs Within Developing Countries

In developing countries, INGOs working within the human rights sector are financially supported by donor countries and they play a critical role in influencing

policy processes, developing, planning, and implementing programs and human rights-related projects.

The role of INGOs in developing countries is more sensitive and varied. On one hand, INGOs must provide emergency assistance, help the most vulnerable people, integrate marginalized people within society, enhance partnerships and communications, etc. On the other hand, must think beyond temporary humanitarian aid and work to develop more SD initiatives and projects assisting communities and other private bodies to maintain growth in the long term (International NGO Training and Research Center, 2015). Here, comes the importance of INGOs' mobilization around SDGs.

The main role of INGOs within this context is to ensure that these global SDGs can be implemented at a national level. That is, being able to translate the SDGs to the local communities and increase their understanding of them, developing and implementing projects accordingly, and holding the private bodies and the governmental authorities accountable for their actions to achieve the 17 SDGs (Hege & Demailly, 2018; Sustainable Development Goals Cooperation Center [SDGCC], 2022).

INGOs' contributions to the SDGs can be direct by developing and implementing projects independently or by partnering with other stakeholders or indirectly, by taking specific actions to hold the private sector accountable (Ibid). INGOs can then be facilitators for developing and implementing projects related to the SDGs or they can be direct implementers of these projects.

Human rights INGOs' contributions to the SDGs in developing countries in Lebanon, in particular, are faced with many challenges and obstacles. The next chapter

of this thesis presents and discusses the different scientific studies that were conducted and published on this topic.

Chapter 2: Literature Review on Human Rights INGOs Contributions to the SDGs in Developing Countries

This chapter of our thesis presents and discusses different scientific studies conducted on our specific topic “human rights INGOs contributions to the SDGs in developing countries” worldwide, and Lebanon. In the following, a simple review and analysis of the most convenient studies that were published in top peer-reviewed journals for the period 2012-2022, has been conducted, accordingly. Among these journals, we mention Ecosystem Health and Sustainability; Journal of Organizational Behavior; Academy of Management Discoveries; Benchmarking: An International Journal; International Organization; Corporate Social Responsibility and Environmental Management; Global Public Health: An International Journal for Research, Policy, and Practice; European Journal of Sustainable Development; Sustainable Development; and Sustainability.

Our review of these studies has revealed four main research themes related to our topic of interest:

- INGOs mobilization around SDGs;
- Organizational factors contributing positively to the effective SDGs contributions by International Organizations (IOs) (that apply to the INGOs as international organizations);
- Challenges faced by developing countries when adopting the 17 SDGs.
- INGOs’ employees’ perception of the SDGs.

We finish our chapter by introducing our theoretical framework which will guide our research methodology.

I. INGOs Mobilization Around SDGs

A great deal of research is dedicated to the work on human rights INGOs' mobilization around SDGs. INGOs mobilization can take different forms:

1. It can take the form of influencing governments: their services, public spending, domestic laws, and policies; and/or
2. Developing programs toward achieving the SDG.

I.1. Influencing Governments

Murdie and Hicks (2013) have argued that health INGOs have great power in influencing governmental health services through direct (advocating for increasing health public services) and indirect (changing the policy setting and mobilizing resources to increase health spending) intervention mechanisms. Resource mobilization is about having access to, and using resources effectively to implement the activities of an organization to achieve certain goals and objectives. It is, then, about timely and efficient resource management (Golhasani & Hosseinirad, 2016). Murdie and Hicks (2013) have conducted several interviews with a sample of health INGO officials and found out that health INGOs contribute to an increase in governmental spending on public health services and rely upon international relations to influence domestic decisions and practices.

Kim (2013) has also investigated the role of human rights INGOs in influencing governments' human rights adoption. By analyzing the history of 149 developing UN member states and eighty-five NHRI founding acts for the period 1979-2004, the author demonstrated that human rights INGOs influence positively the government's willingness to adopt NHRI incentives enhanced by the UN idea. That is, NHRIs can help governments deal with their human rights issues at a national level with global diffusion for the accurate protection of human rights.

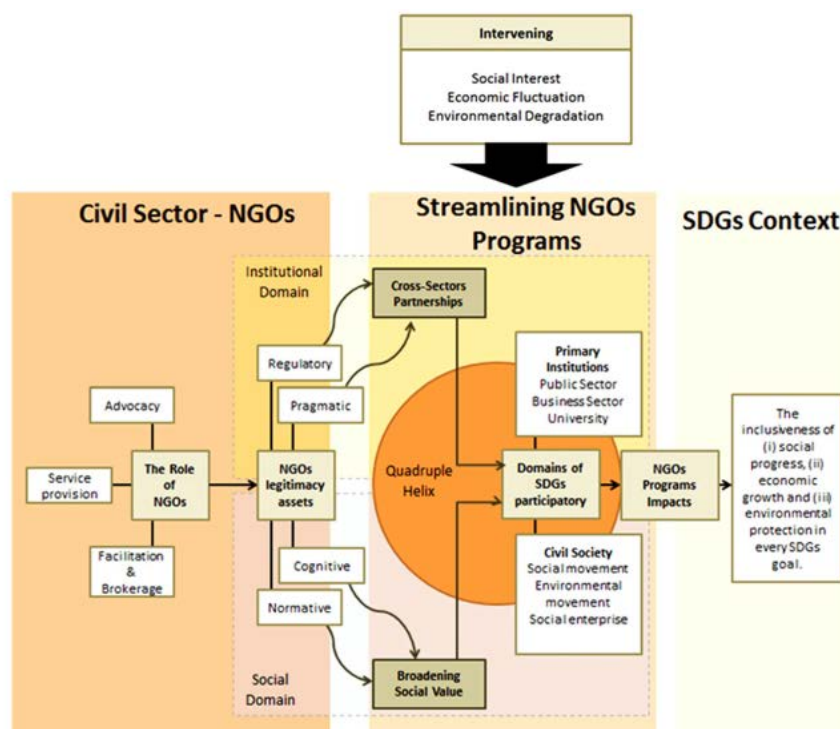
The research of Macarchuk (2018) in Argentina, China, India, and Russia tackles the power of human rights INGOs in influencing national law and policy. Related findings highlighted the influence of human rights INGOs as associated with many factors at a national level. INGOs will be able to influence domestic law and policy when the relations between the state and NGOs are strong, the civil society has an active role, and NGOs are accountable to the state and citizens.

Within the same discourse, Storeng et al. (2018) have applied prospective policy analysis and ethnographic evidence (living with the local community for a specific period to observe certain scientific phenomena) in studying the role of donor funding INGOs in South Sudan and Malawi in developing reproductive health policy (improving antenatal, perinatal, newborn care and postpartum, providing high-quality services for family planning, etc.) and influencing policy environment for safe implementation and family planning. The results of their study have stressed the difficulties faced by human rights INGOs in establishing and gaining legitimacy and inducing legislative change. These difficulties include but are not limited to managing tensions between international authorities and national policymakers, having access to resources of various types and forms, and increasing acceptance of their ideas at a national level.

I.2. Developing Programs Toward Achieving the SDGs

A considerable number of studies and research have been conducted on the several programs, projects, and initiatives developed by NGOs to endorse and implement the 17 SDGs. Hassan et al. (2019) have examined this subject directly through the application of a cross-sector partnerships approach (partnerships processes across institutional sectors to overcome and solve issues about the achievement of the SDGs) and broadening social value approach (one way/form of NGOs' mechanism of shifting from single-sector to cross-sector approach by increasing social interest among different sectors).

Figure 9. Schematic of streamlining NGOs' programs toward achieving the SDGs proposed and developed by Hassan et al. (2019).



The authors proposed and tested a general conceptual framework that serves as a reference for NGOs when developing and implementing programs to achieve the SDGs. As shown in figure 9, the conceptual framework developed by the authors was proposed as follows: achieving the SDGs is dependent on the responses from various types of stakeholders; being primary institutions: public and business sector and academia, and the civil society sector, referred to in the conceptual framework as “Quadruple Helix” model. The programs of the NGOs in responding to the SDGs are implemented through cross-sector partnerships within an instructional context and social value broadening within a social/civil society context. Accordingly, for NGO programs to have positive impacts in achieving the 17 SDGs, their mechanisms should include three different contexts of the SDGs: 1) social progress, 2) environmental protection, and 3) economic growth.

In their continuous attempts to identify and enhance INGO programs’ development toward achieving the SDGs, Hassan et al. (2020) have also proposed a framework consisting of three strategies. They have applied this time bottom-up approach (a management style of thinking and leadership), to the case of the Global Environment Center (GCE), an INGO based in Malaysia. Their findings advocated for action-oriented programs by enabling effective cooperation among INGO partner institutions and integrating the framework as a strategy for translating SDGs into their projects.

II. Organizational Factors Contributing to Effective SDGs Contributions

The effective contributions of INGOs to the SDGs depend on various factors. Among the most important are power, leadership, collaboration and partnerships, and

sustainable practices. We present the latter in figure 10 as interconnected as when INGOs have great power in implementing the SDGs, they will be leaders in the domain and can impact politics and decision-making and they will also use power and leadership as competencies to collaborate and partner with other stakeholders, contributing to successful SDGs contributions.

Figure 10. Organizational factors that contribute to the effective INGOs' contributions to the SDGs.



This research topic is grounded in work by many authors (ex. Cormier, 2018; Hammoud & Tarabay, 2019; Howard-Grenville et al., 2019; Kioupi & Voulvoulis, 2019; Muff et al., 2020; Williams et al., 2019). The studies of Howard-Grenville et al. (2019) and Muff et al. (2020) have addressed the role of leadership and responsible leadership competencies for effective collaboration with stakeholders and a better achievement of the SDGs. Responsible leadership is defined as “*the art of building and*

maintaining strong and moral relationships with all stakeholders” (Paraschiv et al., 2012). Muff et al. (2020) have argued that collaboration with stakeholders requires collaboration competencies including responsible leadership. They have developed for this a free online tool “Competency Assessment for Responsible Leadership (CARL)” to evaluate and develop responsible leadership competencies that can be adopted and applied by INGOs within the SDGs context.

Regarding power, Cormier (2018) argued that IOs including human rights INGOs “*have power when seen to have authority and autonomy*”, yet not all IOs have the autonomy to work independently, outside of external forces and states’ constraints. Power is the defining concept of international relations; these are then shaped by power. The concept of power is understood as “doing international relations cannot succeed without power, it is then described as the most fundamental in political science; power aims at shaping and distributing political processes” (Drezner, 2021). Moreover, the authors have also recognized power as influencing the behavior of other stakeholders.

Williams et al. (2019) have explored the inter-organizational collaboration and processes that have led to the endorsement of the SDGs by IOs. Their results gathered through analytical and qualitative approaches demonstrated that unpredictable inter-organizational processes and mechanisms have led to the effective endorsement of the SDGs. These were primarily associated with two main factors: internal vision and organizational capabilities and external variables, such as science-based variables and external relations. The changing dynamics between these mechanisms of collaboration over time and space have created such an enabling environment for the endorsement of the SDGs.

For the SDGs to be successfully reached, responsible/sustainable practices are required (Di Fabio, 2017). Sustainable practices are those that have no damage to the

environment, the local communities, and the economic sector (Hammoud & Tarabay, 2019). Within this perspective, Kioupi and Voulvoulis (2019) have addressed SDG 4 “quality education” by presenting a systematic framework for connecting the SDG to sustainable educational outcomes. Their framework serves as a tool that can be adopted by national and international organizations for redefining Education for S(ESD) to reach SDG4. Through the application of this tool (evaluation, monitoring, and pedagogical tool), stakeholders engaged in SDG 4 can work in collaboration to set a common sustainability education vision, identify skills and capabilities needed to put into practice the vision, and accordingly, develop appropriate learning and teaching sustainable strategies.

III. Challenges Faced by Developing Countries when Adopting the SDGs

The successful contributions to the SDGs by INGOs is not achieved without overcoming many challenges which are more intense in the developing world. The research community has drawn attention to the challenges faced by developing countries when adopting the SDGs. Sarvajayakesavalu (2015) has pointed out the various challenges faced by developing countries when meeting five priorities for the SDGs: devise metrics, establish monitoring mechanisms, evaluate progress, enhance infrastructure, and standardize and verify data. The challenges addressed by the author included difficulties in setting and adopting indicators to measure SDGs achievement, influencing decision-making, undeveloped infrastructure, ineffective technology application, lack of skilled and professional workers, absence of policies, etc.

Other challenges include health crises; the recent COVID-19 crisis is the best example. The coronavirus disease had a major impact on the achievements of INGOs within the SDGs context. INGOs struggled to recover from the crisis and to pursue their efforts toward achieving the SDGs. However, with proper responses and preparedness, INGOs can overcome health obstacles and contribute to the quality implementation of the SDGs (Mahmoud Saleh & Karia, 2020). The economic crisis and limited financial aid, as well as global economic issues, can also hinder the contributions of INGOs to the SDGs (Mesnard & Hynes, 2016). Challenges related to developmental concerns faced principally by developing countries (environmental and socio-cultural development), were also identified by Caballero (2019).

For human rights institutions such as civil society institutions, challenges faced are in general of political and economic nature, those include ineffective laws and regulations, changes in legislation, inability to access financial resources, lack of available resources, etc. Others are related to acts of harassment and violence including attacks on their staff, leadership, premises, etc. (European Union Agency for Fundamental Rights, 2020).

IV. INGOs' Employees' Perception of SDGs

Regardless of their role in contributing to the SDGs, INGOs' employees have been given little attention by scholars and researchers. Seeking to measure employee perception toward organizational sustainability, Nataraj and Balaji (2021) have developed and validated a measurement scale composed of six main factors: environment management, employee-related sustainability, public-related

sustainability, financial sustainability, pollution control measures, and governance sustainability.

Chinomnso and Berend (2020) also attempted to understand and measure employees' perceptions towards advancing the SDGs within the organizational context, by taking a sample of Small and Medium Enterprises (SMEs) in South Africa. They have applied a qualitative inductive approach through semi-structured interviews and were able to demonstrate that according to the employees' perceptions, SDGs knowledge is acquired in various ways, yet insufficient efforts are being undertaken by their organizations to achieve the SDGs, and many challenges are facing the advancement of the SDGs.

Table 1. Summary of the articles reviewed and their implications for our research subject.

Article title and authors	SDG focus	Key findings	Implications for research on human rights INGOs contributions to the SDGs in developing countries
Can International Nongovernmental Organizations Boost Government Services? The Case of Health (Murdie & Hicks, 2013)	3. Good health & well being	INGOs have great power in influencing governmental spending on public health services. Their international relations are powerful in influencing national decisions and practices.	Researchers should explore and measure human rights INGOs' power in influencing governmental spending on and provision of public health services. Researchers should also understand how relations with international institutions and organizations are affecting this influence.
International Nongovernmental Organizations and the Global Diffusion of National Human Rights Institutions (Kim, 2013)	Human rights	NHRIs have a key role in assisting governments to deal with public human rights issues. Human rights INGOs have a key role in influencing the government's willingness to adopt NHRIs incentives.	Researchers must understand the NHRIs-government relation and the degree of influence on each other. Researchers must understand NHRIs-INGOs relations and INGOs-government relations.
The effect of international NGOs on influencing domestic policy and law (Macarchuk, 2018)	Policies and laws	Many factors determine the degree of influence of NGOs on domestic law and policy.	Within the context of human rights INGOs, researchers should explore and analyze the factors determining the degree of influence on national policies and laws.
Behind the scenes: international NGOs' influence on reproductive health policy in Malawi and South Sudan (Storeng et al., 2018)	3. Good health & well being	Gaining legitimacy and legislative change by INGOs is not easy. It requires overcoming several difficulties (being internal and external to the organization).	For human rights INGOs, researchers should seek at exploring these difficulties and providing appropriate solutions.
Streamlining non-governmental organizations' programs towards achieving the sustainable development goals: A conceptual framework (Hassan et al., 2019)	All SDGs	SDGs cannot be achieved without responses from various types of stakeholders. Developing NGOs programs to achieve the SDGs should take into consideration cross-sector partnerships and the interests of civil society.	Within an international context, human rights INGOs should be addressed by researchers at a macro level. Exploring stakeholders' collaboration (inter and intra-organizational collaboration) and partnerships is key in examining our topic.

Table 1. Continued.

Article title and authors	SDG focus	Key findings	Implications for research on human rights INGOs contributions to the SDGs in developing countries
Mainstreaming, institutionalizing, and translating sustainable development goals into non-governmental organization programs (Hassan et al., 2020)	All SDGs	Action-oriented programs are effective in implementing the SDGs by NGOs. Effective cooperation among INGO partner institutions is efficient in contributing to the SDGs.	Within the context of human rights INGOs, researchers should explore and analyze how these programs should be developed at an international level and with whom the INGOs cooperate to implement them.
Analyzing if and how international organizations contribute to the sustainable development goals: Combining power and behavior: IO Power and Behavior (Cormier, 2018)	All SDGs	Authority and autonomy define IOs' power. Not all IOs have autonomy and authority. IOs' power influence the behavior of other stakeholders.	Researchers should explore first if and how much human rights INGOs have power and the sources of their power. How human rights INGOs influence the behavior of other organizations and stakeholders are also good research questions.
Education for Sustainable Development: A Systemic Framework for Connecting the SDGs to Educational Outcomes (Kioupi & Voulvoulis, 2019)	4. Quality education	Working in collaboration with other stakeholders can help in setting a common vision and in achieving sustainable educational outcomes. An educational tool was developed to assist stakeholders in identifying skills and capabilities and developing appropriate sustainable educational strategies.	Researchers should work on mapping stakeholders and their interests. New educational tools can be also developed and proposed for better quality education.
How to apply responsible leadership theory in practice: A competency tool to collaborate on the sustainable development goals (Muff et al., 2020)	All SDGs	Responsible leadership is a key competence for collaboration with other stakeholders. Responsible leadership competencies should be developed and evaluated using various tools to implement the SDGs.	Researchers must explore and analyze the various competencies needed for collaboration between human rights INGOs and other sectors within the same or different fields of intervention. Researchers should also propose tools to measure and evaluate these competencies.
Backstage Interorganizational Collaboration: Corporate Endorsement of the Sustainable Development Goals (Williams et al., 2019)	All SDGs	Internal and external factors have contributed to the endorsement of the SDGs by IOs. The changing dynamics between the mechanisms of collaboration have over time and space enabled the endorsement of the SDGs.	Researchers should explore and identify what factors and mechanisms have contributed to human rights INGOs' contributions to the SDGs in developing countries.

Table 1. Continued.

Article title and authors	SDG focus	Key findings	Implications for research on human rights INGOs contributions to the SDGs in developing countries
Eco-innovation, responsible leadership, and organizational change for corporate sustainability (Paraschiv et al., 2012)	Corporate sustainability	Corporate sustainability, eco-innovation, and responsible leadership are all key elements for the development of sustainable strategies. Visionary management is key in reaching the SDGs by organizations.	Any research attempt for developing and setting SDGs strategies and plans in developing countries should take into consideration corporate sustainability, eco-innovation, and responsible leadership.
Addressing challenges of developing countries in implementing five priorities for sustainable development goals (Sarvajayakesavalu, 2015)	Five priorities of the SDGs	Challenges facing developing countries in implementing the five priorities of the SDGs are difficulties in setting and adopting indicators, undeveloped infrastructure, ineffective technology, etc.	Challenges faced by developed countries are somehow different from those faced by developing ones. Researchers should identify and analyze these challenges, their nature and root causes, and their level of effects on human rights INGOs' contributions to the SDGs.
Benchmarks for INGOs' effective responses during the COVID-19 pandemic (Mahmoud Saleh & Karia, 2020)	All SDGs	Health crises, such as the recent Coronavirus disease had major impacts on the achievements of INGOs. Proper SD strategies and plans can help overcome such types of crises.	
New Approaches to Economic Challenges and the Sustainable Development Goals: The way forward (Mesnard & Hynes, 2016)	8. Decent work & economic growth; 9. Industry, innovation, & infrastructure; 12. Responsible consumption & production	Economic crises, limited financial resources, and other global economic issues can all hinder INGOs' implications to the SDGs.	
The SDGs: Changing How Development is Understood (Caballero, 2019)	All SDGs	Developmental concerns (environmental, infrastructure, socio-cultural, etc.) have also negative impacts on the SDGs especially, in developing countries.	

Table 1. Continued.

Article title and authors	SDG focus	Key findings	Implications for research on human rights INGOs contributions to the SDGs in developing countries
Strong and effective national human rights institutions: challenges, promising, practices, and opportunities (European Union Agency for Fundamental Rights, 2020)	Human rights	Challenges facing human rights institutions in contributing to the SDGs include political and legislative issues, problems with accessibility to resources, and acts of violence against employees.	Political and legislative issues are crucial when addressing the SDGs by human rights INGOs in developing countries. Researchers in this field should tackle the political and legislative settings of the country studied.
Organizational sustainability scale measuring employees' perception of sustainability of organization (Nataraj & Balaji, 2021)	Organizational sustainability	A measurement scale has been developed and validated to test the perception of employees which is constituted of six main factors. environment management, employee-related sustainability, public-related sustainability, financial sustainability, pollution control measures, and governance sustainability.	Additional measurement scales should be developed and validated to test and evaluate the perceptions of human rights INGOs toward SDGs interventions.
Understanding employees' perceptions towards advancing the Sustainable Development Goals (SDGs) in an organizational context-A study of Small and Medium Enterprise (SME) employees in Cape Town, South Africa (Chinomnso & Berend, 2020)	All SDGs	According to the perception of the interviewees (employees who participated in the interview), understanding the SDGs is not a standardized process, organizations are not doing their best in achieving the SDGs, and many challenges restrict this implementation.	Researchers should measure and explore the degree of human rights INGOs employees' engagement in SDGs understanding and achievements.

Our literature review on the subject of “human rights INGOs contributions to the SDGs in developing countries” did not cover all the articles published during the previous 10 years, however, we were able to explore and analyze the common research trends and directions and present the most valuable discussions on this matter. Table 1 summarizes the articles reviewed in this chapter, their key findings, and their implications for the research community.

According to the table, many studies have tackled our topic directly and indirectly, from different perspectives and within varied settings and contexts. The majority of the studies have addressed NGOs and INGOs with a minor focus on human rights INGOs. Research on human rights INGOs' contributions to the SDGs in developing countries is still lacking. Moreover, the identification of the processes and practices that contribute to the endorsement of the SDGs by human rights INGOs in developing countries, as well as, the inter-organizational, national, and international collaboration and partnerships are not well examined in the literature review.

Addressing the perception of employees as key stakeholders in achieving the SDGs within the human rights INGOs context is yet to be explored and analyzed by researchers. Studies in Lebanon concerning our research topic are also limited to yearly evaluation reports and recommendations for better SDGs implementation. Thus, by conducting this research we are addressing these gaps and bringing new theoretical insights to the body of knowledge.

Relying on the key implications of the studies presented in table 1 and to better address these research gaps, we will be 1) exploring and evaluating the implemented interventions of the human rights INGOs in Lebanon within the SDGs context and 2) measuring and evaluating the human rights INGOs' employees' perception towards the SDGs interventions.

V. Theoretical Framework: The TOC

V.1. Introducing the TOC

To implement the above research activities, we will apply the TOC. This theory was introduced in 1990 in the US and was mostly applied within theory-driven evaluation initiatives to improve evaluation theory and practice in the field of community initiatives. It has gained popularity Weiss, through the work of the Aspen Institute and the Roundtable on Community Change. While there is no accepted or standardized definition of the TOC nor one framework or approach, the rationale behind applying it, was to move beyond input-output evaluation to more comprehensive thinking by making outcomes and expected results clear and explicit (Reinholz & Andrews, 2020; Stein & Valters, 2012). Oberlack et al. (2019) have defined theories of change “*as the mental representations and theoretical assumptions that explain how and why activities of an initiative (e. g., projects, programs, organizations) generate particular changes*”.

According to Casey Foundation (2004), the development and application of TOC frameworks require the identification of the various steps that should be followed from setting up inputs to reaching the intended impact/change. A logical TOC framework is like a roadmap where short-term outcomes are connected with long-term impacts, and where potential risks are identified as assumptions. Applying the TOC helps as well in identifying and mapping stakeholders’ roles in achieving the intended impacts. The author has identified more than 40 areas of change that can be mapped when developing TOC frameworks. These include, for example, changes in attitudes, knowledge,

behavior, awareness, skills, health, financial status, education, safety, economic conditions, etc.

Also, it is important to make clear, the difference between TOC and change theory. In summary, TOC is more project-specific and is related to the evaluation of project outcomes, while change theory goes beyond any one project. Change theories inform and guide TOC. Furthermore, one of the main purposes behind adopting TOC is to develop grant proposals and get funding from agencies, while change theories are more associated with knowledge based on theories and empirical research (Reinholz & Andrews, 2020).

At an organizational level, especially in organizations supported by international donors, the TOC is used to identify and analyze desired change within a specific program leading to a more comprehensive understanding of development. The purposes of TOC vary and include generally improved project planning and implementation by evaluating actions and interventions in alignment with the desired outcomes, making thinking explicit to understand how a project work, and improving development contributing to improved impact in a specific area (Stein & Valters, 2012).

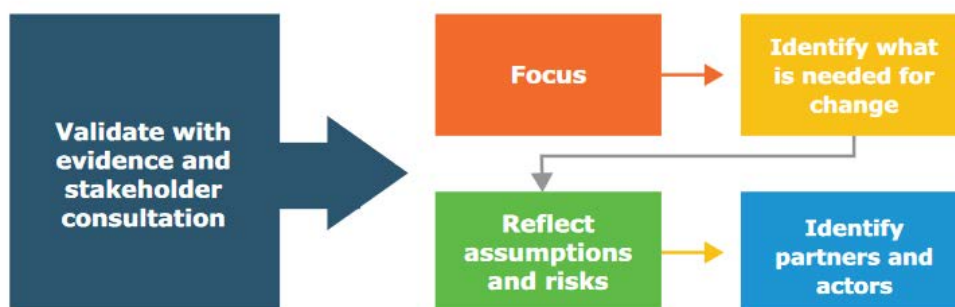
International development studies have applied the TOC as an effective outcomes-based approach, which “*applies critical thinking to the design, implementation, and evaluation of initiatives and programs intended to support change in their contexts*” (Vogel, 2012). The study of Vogel (2012) is a good example. The author has reviewed the use of the TOC in international development and has stressed the importance of this theory in supporting development outcomes, used especially by governmental and non-governmental agencies, local and international organizations, as well as, research programs. The review of the author revealed that the TOC should be seen as a process

and a way of thinking towards achieving a change within a specific context rather than a well-defined and prescribed methodology.

Practically speaking, the United Nations Development Group (n.d.) has provided a practical framework with key steps toward implementing the TOC (figure 11). As presented in the figure, there are four main steps to follow to develop and validate a theory of change framework:

1. **Step one-focus:** identify the context where the change should occur.
2. **Step two-identify what is needed for change:** identify what should happen to achieve the desired change informed by problem analysis and evidence.
3. **Step three-reflect assumptions and risks:** make a clear understanding of the assumptions of how the change will happen and the associated risks.
4. **Step four-identify partners and actors:** identify the actors involved in achieving the desired outcomes leading to the desired change.

Figure 11. The United Nations Development Assistance Framework (UNDAF) TOC steps.



V.2. Applying the TOC Within SDGs Studies

The application of the TOC within the field of SD and SDGs implementation is overwhelming; several researchers have adopted and applied the TOC to measure and evaluate a certain impact/change and to inform decision-making to better reach the SDGs. In table 2 we summarize the articles reviewed on the application of TOC within the area of SDGs. According to the studies represented in the table, we recognize that the TOC is applied within divergent areas and fields of SD and SDGs.

The SDGs addressed by the authors were: climate change, maternal and newborn health, the water-energy-food nexus, and agriculture. Various TOC frameworks were developed to review and evaluate interventions, actions, and activities that should be implemented to achieve the SDGs. The findings of these studies highlight again the importance and added values of TOC implementation to achieve SD. The use of TOC is useful for:

- Enhancing and informing decision-making for better planning, program and projects' development and implementation;
- Improving collaboration between stakeholders who have key roles in achieving the SDGs;
- Getting a clear view of what is being done and what should be improved to reach the intended goals;
- Enhancing government intervention and policy making.

Table 2. Summary of the articles reviewed on the TOC application within the field of SD and SDGs.

Article title and author	Purpose/s of adopting the TOC	TOC framework	Key findings
The Relevance of the Circular Economy for Climate Change: An Exploration through the Theory of Change Approach (Khanna et al., 2022)	Provide an overview of the relevance of the circular economy for climate change through the theory of change approach framework.	Input (problem identification), activates (steps required to reach the goals), outputs (measurable indicators), outcomes (long-term effects), and impacts (long-term change). Each phase of the framework development was followed by assumptions that might impact the intended impacts with the current activities or inputs. This may help to prevent potential risks between the inputs and the intended impacts.	Strict government policy is needed. Strong incentives for companies to adopt new business models to generate fewer Greenhouse gas (GHG) emissions. The eco-innovation plays a moderator between circular economy and climate change. The implementation of circular economy principles with climate change policies.
Characterizing innovations in maternal and newborn health based on a common theory of change: lessons from developing and applying a characterization framework in Nigeria, Ethiopia and India (Makowiecka et al., 2019)	Adopting the TOC as a tool to describe maternal and newborn health project' components and their intended outcomes.	A TOC framework with agreed characterization framework questions (describing questions related to innovations and the anticipated changes) answering the maternal and newborn health issues to reach improved health outcomes for maternal and newborn survival as the broad social change.	Enhancing maternal and newborn health in low/middle-income countries requires government leadership and involves coordination between actors of several projects within different geographical locations. The characterization of innovation helps policymakers, evaluators, and other stakeholders understand the work of diverse actors implementing innovations with a common aim.

Table 2. Continued.

Article title and author	Purpose/s of adopting the TOC	TOC framework	Key findings
Operationalizing the water-energy-food nexus through the theory of change (Naidoo et al., 2021)	A literature review and systematic analysis were conducted on the water-energy-food nexus. The outputs of the analysis were used to develop the TOC framework in the Southern African context.	Sustainable adaptation within the water-energy-food nexus by identifying barriers, analytical tools, application scales, and transformative methods. Identifications of the drivers of change: resource use efficiency, scientific evidence, resilience, and adaptation.	The operationalization of the water-energy-food nexus through the TOC process can inform sustainable pathways toward resource security, job and wealth creation, improved livelihoods and well-being, and regional integration.
Evaluative tools in impact investing: Three case studies on the use of theories of change (Verrinder et al., 2018)	The authors have reviewed case studies of organizations that have implemented TOC and identified common key themes. These case studies covered several SDGs.	Interventions, outputs, outcomes, impact.	The TOCs are useful tools for the communication of impact, identification of indicators to be measured, and the critical interrogation of logic. The TOC is an advantage to evaluate interventions leading to the desired change.
Responding to global change: A theory of change approach to making agricultural research for development outcome-based (Thornton et al., 2017)	A TOC approach was adopted including monitoring, evaluation, and learning system that combines indicators of progress in research along with indicators of change aimed at understanding the factors that enable or inhibit the behavioral changes that can bring about development impacts.	The input of research resources, research activities, research outputs, use of research outputs, outcomes, and impact.	How agricultural research is conceived, planned, implemented, and evaluated is affected by incentives from funding agencies for a move toward outcome-oriented research programs.

V.3. The TOC: Developed Framework

The above discussions justify the importance and appropriateness of the TOC for our research topic. Applying this theory will best answer our research objectives. We justify the use of this theory as our best choice due to its effectiveness in measuring and evaluating the initiatives, programs, projects, and processes of human rights INGOs' (as change agents) in contributing to the SDGs in Lebanon to reach the desired impacts/changes. The results of our TOC framework will inform human rights INGOs when planning and developing their projects and initiatives regarding SDGs contributions.

Thus, in this last section of our theoretical framework, we present our TOC framework based on the outcomes-based approach and we consider ourselves as evaluators. Given the fact that there is no single methodology of the TOC and that constructing and using the TOC vary across initiatives, we adopt the TOC framework presented in figure 12 with its components in table 3 and will develop our TOC approach based on this framework. The components of our TOC are as follows:

1. **Context:** SD and SDGs within the context of human rights INGOs in Lebanon.
2. **Input:** the input here is the problem that we are addressing, being unsustainable development in Lebanon.
3. **Activities:** we will identify the activities according to the literature review required to reach the desired short-term and long-term outcomes.
4. **Outputs:** we have to explore the interventions of human rights INGOs in Lebanon.
5. **Outcomes:** in our case, the outcomes are the SDGs targets agreed upon by international and global organizations.

6. **Impact:** improved SDG contributions by human rights INGOs lead to improved socio-cultural, economic, and environmental SD.
7. **Assumptions:** we will develop some assumptions that might impact the intended impact, in our case these include the challenges faced by INGOs.

Figure 12. The TOC framework adopted for our research (Winderl, 2020).

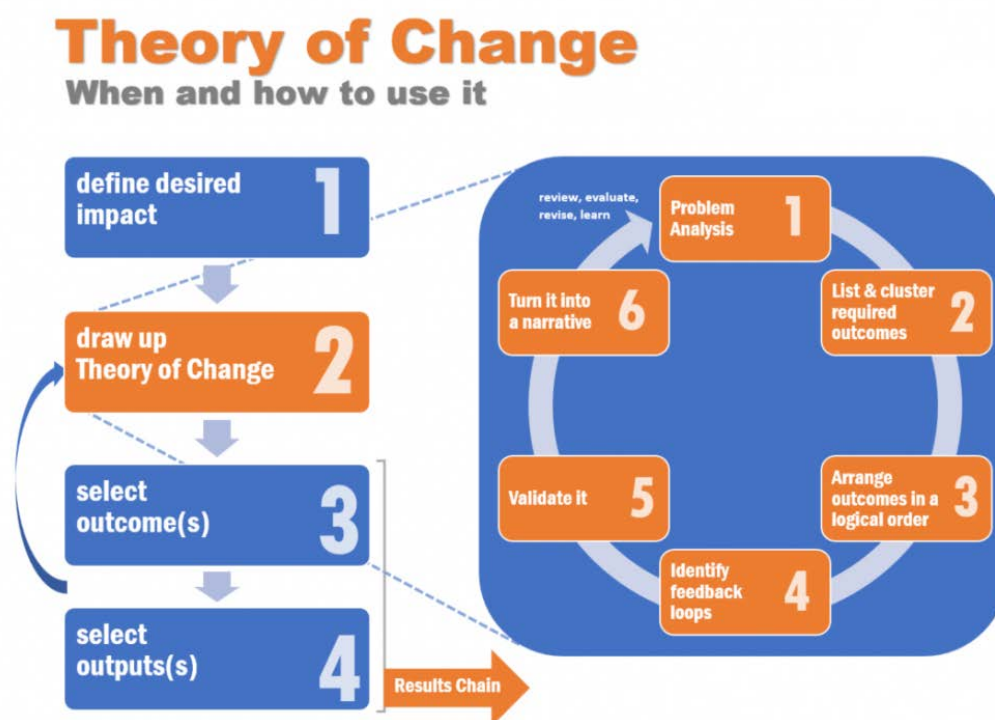


Table 3. TOC components with their description.

Component of the TOC	Description
Context	SD and SDGs in Lebanon
Inputs (problem analysis)	Unustainable development in Lebanon
Activities	Activities required to reach better SDGs contributions
Outputs	Human rights INGOs interventions
Outcomes	SDGs outcomes (targets)
Impact	Improved SD, achieving the SDGs.
Assumptions	Identifying potential risks

Chapter 3: Identifying and Analyzing the SDGs' Outcomes

Following our TOC framework and as a first step in developing our adopted approach, we will begin with exploring, analyzing, and setting our long-term outcomes, which are as discussed earlier, SDGs common targets agreed upon by the international and global organizations, including the UN agencies.

I. The Methods adopted

This chapter constitutes our first empirical chapter and the first phase of our methodology. We applied a secondary research method by reviewing the SDGs targets from the literature review, with a qualitative analytical approach, by analyzing the SDGs targets identified in terms of their applicability, accuracy, and reliability for the case of Human Rights INGOs in Lebanon.

There are several benefits and added value of analytical methods for scientific research. These include better interpretation of the results, advanced knowledge of a specific topic, and having pre-defined and validated data sets and research interventions (Prakash et al., 2008; Stoto et al., 2017).

Asif et al. (2020) have reviewed different analytical techniques including qualitative analysis techniques and their usefulness for the research community. They have demonstrated that using these techniques can facilitate the understanding of complex systems and illustrate the applicability of theoretical thinking to the practical real world.

I.1. Methods of Measuring the SDGs Targets

Several methods have been proposed and applied by researchers to measure the SDG's progress (Marcovecchio et al., 2017; Ordaz, 2019). The role of the National Statistics Offices (NSOs) and the Inter-Agency and Expert Group on SDG indicators (IAEG-SDG) were reported and discussed by many researchers. The NSOs are responsible for measuring and quantifying complex SDG framework indicators at a country level, while the IAEG-SDG is responsible for “*initiating practical documents providing criteria and guidelines for regulating data flows between countries and custodian agencies needed to inform the global SDG reporting process*” (Gennari & Navarro, 2019).

Bidarbakhtnia (2020) has argued that there is no single perfect method for measuring the SDG's progress. However, many approaches can be adopted, and each of them answers a different question. Hence, deciding on the key question to answer, and the objectives of the assessment, help better select the method and the approach. As such, the more the goal is well-determined and transparent, the more the measurement method and data set will be accurate (Fukuda-Parr & McNeill, 2019).

For our specific research question, we are examining how human rights INGOs contribute to the SDGs in Lebanon; mainly looking into INGOs' interventions (programs, processes, projects, actions, initiatives, etc.) toward achieving the desired SDGs' impacts.

Therefore, one effective method for evaluating these interventions can be realized by identifying and analyzing the SDGs targets/outcomes which are agreed upon worldwide and then evaluating the interventions of the human rights INGOs in Lebanon in alignment with the SDGs targets.

The importance of evaluating the SDGs and their targets has been pointed out by several researchers such as Donaires et al. (2019) and Yonehara et al. (2017); the former has evaluated the efforts undertaken by international organizations according to the common SDGs targets, while the latter has proposed a five-year phases monitoring and evaluation framework for the 17 SDGs and their targets. For our thesis, we adopted an analytical approach by applying the method “conditions of the good indicator” to evaluate the SDGs targets.

I.2. Conditions of Good Indicator Method

The “conditions of good indicator” method (table 4) has been widely adopted in SD studies (Torres-Delgado & Saarinen, 2014). It aims at identifying the nature, characteristics, and applicability of indicators within a specific socio-spatial context. Given the fact that this method is applied to evaluate SD indicators, we have decided to still adopt it to analyze the 17 SDGs targets due to its benefits and usefulness to our research objective.

Table 4. The conditions of good indicator method (Bell and Morse, 2003, Ivars, 2001, White et al., 2006 as cited in Torres-Delgado & Saarinen, 2014).

Condition	Meaning
Relevance	Relevant to the research programme
Scientific precision	Scientifically well founded
Measurability	Containing the necessary and reliable data to proceed to its calculation
Transparency	Clear as regards its methodology and the selection of parameters
Adaptability	Adaptable to specific characteristics of the territory
Comparability	Producing comparable results
Updating	Using updated data
Cost efficiency well balanced	Efforts expended in data collection well balanced with information ultimately obtained
Territorial representation	Possibility of mapping using georeferenced data
Temporal representation	Showing trends over time
Sensitivity	Sensitive to spatial and temporal changes
Communication	Results easily communicated and understandable to all
Participation	Meeting the needs and interests of target audience

In alignment with the conditions presented in the table and their meaning, the SDGs targets should meet 13 conditions. In summary, they have to satisfy several criteria:

- They should be clear and simple; to be understandable and usable, as well as, well formulated.
- They have to be transparent; methodologically valid;
- They have to be scientifically valid (being well-founded in the literature review);
- The targets should be relevant to the research context and adaptable to the specific characteristics of the territory (which is in our case the human rights INGOs in Lebanon);
- They should be measurable; contain the necessary and reliable data;
- The targets should be comparable and communicated; that means, the results obtained can be compared with other findings and easily communicated to all.

We have selected four main conditions for our thesis, for which each of the targets that will be identified can be assessed accordingly:

1. **The formulation of the target:** is it easy to be understood and well formulated for the case of human rights INGOs in Lebanon?
2. **Relevance and adaptability:** are each of the targets relevant and adaptable for the case of human rights INGOs in Lebanon?
3. **Measurability:** is the target containing the necessary and reliable data; can we adopt it to evaluate the interventions of human rights INGOs in Lebanon?
4. **Communication:** can the results obtained be easily communicated with other human rights INGOs worldwide or other types of stakeholders to inform decision-making and improve interventions?

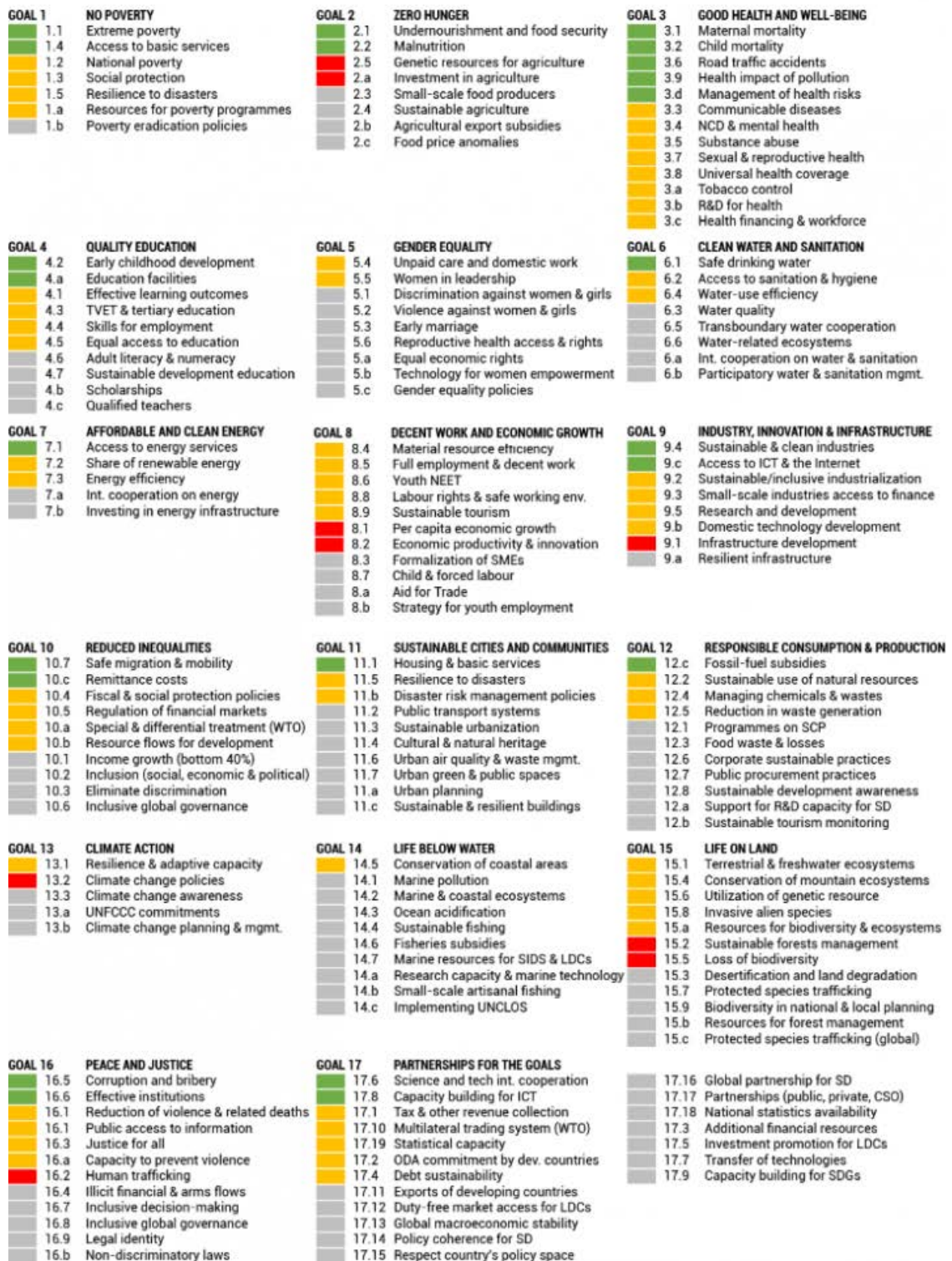
In the following, we present and discuss the SDGs targets that were developed and introduced by the UN.

II. Identifying and Presenting the SDGs Targets

As mentioned earlier, the UN and other global and international organizations have already developed the targets under the SDGs which can be adopted by countries at a national and local level, according to their specific goals and objectives. The SDGs targets were extracted from the UN portals. They constitute in total 169 targets categorized under the 17 SDGs (figure 13) (United Nations Development Programme [UNDP], 2021a; United Nations [UN], 2022). We have selected for this research, the 125 key targets, detailed in. From here on we will use the term “outcomes” to indicate “targets” since these targets serve also as outcomes.

According to figure 13, five key outcomes are under goal 1, five key outcomes under goal 2, nine key outcomes under goal 3, seven key outcomes under goal 4, six key outcomes under goal 5, and six key outcomes as well under goal 6, three key outcomes under goal 7, nine key outcomes under goal 8, five key outcomes under goal 9, seven key outcomes under goal 10, seven key outcomes as well under goal 11, eight key outcomes under goal 12, three key outcomes under goal 13, seven key outcomes under goal 14, nine key outcomes under goal 15, ten key outcomes under goal 16, and nineteen key outcomes under goal 17.

Figure 13. A brief overview of the 169 SDGs targets (Regional commissions New York Office, 2021).



III. Validating the Outcomes for the Case of Lebanon's INGOs

The 125 key SDGs' global outcomes identified above were sent by mail to three experts in the field of human rights INGOs in Lebanon. More precisely to experts working in human rights advocacy, communication, and policy. It took one month, May 2022 to review the outcomes according to the four main conditions selected.

According to the reviewers' feedback, 82 outcomes were eliminated since they did not apply to the case of human rights INGOs in Lebanon, and 43 were retained (table 5). The outcomes presented in the table are the briefer form of the original 125 outcomes. Various reasons contributed to the elimination of the 82 key outcomes. We present these in table 6, according to which:

- Some of the outcomes were too broad; not very specific, such as outcomes 8.2. “achieve economic productivity and innovation”, 4.7. “ensure SD education”, etc.
- Some of them were considered global outcomes. It means that contributing to these outcomes necessitates global interventions. For instance, 3.8. “achieve universal health coverage”, 16.8. “broaden inclusive global governance”, etc.
- Several SDGs outcomes necessitate interventions from other types of INGOs: tourism, agriculture, urban development, etc. These include 8.9. “implement sustainable tourism”, 2.5. “maintain the genetic resources for agriculture”, 11.3. “enhance sustainable urbanization”, 11.7. etc.
- Some outcomes necessitate interventions from the public sector and other governmental agencies such as 10.4. “adopt fiscal and social protection policies”, 13.2. “integrate climate change policies”, etc.

Table 5. Reviewers' feedback on the applicability of the 125 SDGs outcomes to the case of human rights INGOs in Lebanon.

Goal	Outcomes			
No poverty	1.1. Eradicate extreme poverty	1.2. Reduce national poverty	1.3. Implement social protection systems	1.4. Ensure access to basic services
	1.5. Build the resilience to disasters			
Zero hunger	2.1. End undernourishment and food security	2.2. End malnutrition	2.3. Double the productivity and income of small-scale food producers	2.4. Ensure sustainable agriculture
	2.5. Maintain the genetic resources for agriculture			
Good health and well-being	3.1. Reduce maternal mortality	3.2. End child mortality	3.3. End communicable diseases	3.4. Reduce non-communicable diseases and mental health
	3.5. Prevent substance abuse	3.6. Halve the number of road traffic accidents	3.7. Ensure access to sexual and reproductive health	3.8. Achieve universal health coverage
	3.9. Reduce the health impact of pollution			
Quality education	4.1. Ensure effective learning	4.2. Ensure early childhood development	4.3. Ensure quality technical, vocational, and tertiary education	4.4. Increase skills for employment
	4.5. Ensure equal access to education	4.6. Achieve adult literacy and numeracy	4.7. Ensure sustainable development education	
Gender equality	5.1. End discrimination against women and girls	5.2. Eliminate violence against women and girls	5.3. Prevent early marriage	5.4. Recognize unpaid care and domestic work
	5.5. Recognize women in leadership	5.6. Ensure access to reproductive health		
Clean water and sanitation	6.1. Ensure access to safe drinking water	6.2. Ensure access to sanitation and hygiene	6.3. Improve water quality	6.4. Increase water-use efficiency
	6.5. Implement integrated water resources management	6.6. Protect and restore water-related ecosystems		

Table 5. Continued.

Goal	Outcomes			
Affordable and clean energy	7.1. Ensure access to energy services	7.2. Increase the share of renewable energy	7.3. Double the energy efficiency	
Decent work and economic growth	8.1. Sustain per capita economic growth	8.2. Achieve economic productivity and innovation	8.3. Promote the formalization of SMEs	8.4. Improve material resource efficiency
	8.5. Achieve full employment and decent work	8.6. Reduce the proportion of youth not in employment, education, or training	8.7. Take effective measures to reduce child and forced labor	8.8. Protect labor rights and a safe working environment
	8.9. Implement sustainable tourism			
Industry, innovation, and infrastructure	9.1. Develop infrastructure	9.2. Promote sustainable/inclusive industrialization	9.3. Increase small-scale industries' access to finance	9.4. Upgrade sustainable and clean industries
	9.5. Enhance research and development			
Reduced inequalities	10.1. Achieve income growth (bottom 40%)	10.2. Empower and promote social, economic, and political inclusion of all	10.3. Eliminate discrimination	10.4. Adopt fiscal and social protection policies
	10.5. Improve regulation of financial markets	10.6. Ensure inclusive global governance	10.7. Facilitate safe migration and mobility	
Sustainable cities and communities	11.1. Ensure housing and basic services	11.2. Provide public transport systems	11.3. Enhance sustainable urbanization	11.4. Strengthen cultural and natural heritage
	11.5. Improve resilience to disasters	11.6. Improve urban air quality and waste management	11.7. Provide urban green and public spaces	
Responsible consumption and production	12.1. Implement programs on sustainable consumption and production	12.2. Achieve sustainable use of natural resources	12.3. Halve per capita global food waste and losses	12.4. Effective management of chemicals and waste
	12.5. Reduce waste generation	12.6. Encourage corporate sustainable practices	12.7. Promote public procurement practices	12.8. Ensure sustainable development awareness

Table 5. Continued.

Goal	Outcomes			
Climate action	13.1. Strengthen resilience and adaptive capacity	13.2. Integrate climate change policies	13.3. Improve climate change awareness	
Life below water	14.1. Prevent marine pollution	14.2. Sustainably manage marine and coastal ecosystems	14.3. Minimize ocean acidification	14.4. Regulate harvesting and end overfishing
	14.5. Conserve coastal areas	14.6. Prohibit fisheries subsidies	14.7. Increase marine resources	
Life on land	15.1. Ensure terrestrial and fresh water ecosystems	15.2. Promote sustainable forests management	15.3. Restore desertification and land degradation	15.4. Ensure the conservation of mountain ecosystems
	15.5. Take action to end the loss of biodiversity	15.6. Promote fair and equitable sharing of the benefits arising from genetic resources	15.7. Take urgent action to end the trafficking of protected species	15.8. Reduce the impact of invasive alien species
	15.9. Integrate biodiversity in national and local planning			
Peace, justice, and strong institutions	16.1. Reduce violence and related deaths	16.2. End human trafficking	16.3. Promote justice for all	16.4. Reduce illicit financial and arms flows
	16.5. Reduce corruption and bribery	16.6. Develop effective institutions	16.7. Ensure inclusive decision-making	16.8. Broaden inclusive global governance
	16.9. Provide legal identity	16.10. Ensure public access to information		

Table 5. Continued.

Goal	Outcomes			
Partnerships for the goals	17.1. Strengthen domestic resource mobilization	17.2. Encourage developed countries to implement fully their official development assistance commitments	17.3. Mobilize additional financial resources	17.4. Assist developing countries in attaining long-term debt sustainability
	17.5. Adopt investment promotion regimes	17.6. Enhance science and technology inter-cooperation	17.7. Promote transfer of technologies	17.8. Operationalize capacity building for Information and Communication Technology (ICT)
	17.9. Enhance capacity building for SDGs	17.10. Promote a multilateral trading system	17.11. Increase exports of developing countries	17.12. Realize timely implementation of duty-free and quota-free market access
	17.13. Enhance global macroeconomic stability	17.14. Enhance policy coherence for sustainable development	17.15. Respect the country's policy space	17.16. Enhance the global partnership for sustainable development
	17.17. Encourage transfer of technologies	17.18. Enhance national statistics availability	17.19. Build statistical capacity	

Applicable



Not applicable



Table 6. Reasons for eliminating the 82 key outcomes according to the reviewers' feedback.

Too broad (not very specific)	Cannot be measured by human rights INGOs	Necessitates interventions from other types of INGOs	Necessitate national public and governmental interventions	Global outcomes*
1.4. Ensure access to basic services	3.9. Reduce the health impact of pollution	2.4. Ensure sustainable agriculture	1.2. Reduce national poverty	3.8. Achieve universal health coverage
1.5. Build the resilience to disasters	6.4. Increase water-use efficiency	2.5. Maintain the genetic resources for agriculture	3.6. Halve the number of road traffic accidents	12.3. Halve per capita global food waste and losses
2.2. End malnutrition	7.3. Double the energy efficiency	3.1. Reduce maternal mortality	5.4. Recognize unpaid care and domestic work	16.8. Broaden inclusive global governance
3.4. Reduce non-communicable diseases and mental health	8.6. Reduce the proportion of youth not in employment, education, or training	3.2. End child mortality	5.6. Ensure access to reproductive health	17.2. Encourage developed countries to implement fully their official development assistance commitments
4.5. Ensure equal access to education	8.7. Take effective measures to reduce child and forced labor	3.5. Prevent substance abuse	10.2. Empower and promote social, economic, and political inclusion of all	17.4. Assist developing countries in attaining long-term debt sustainability
4.7. Ensure sustainable development education	8.8. Protect labor rights and a safe working environment	5.5. Recognize women in leadership	10.4. Adopt fiscal and social protection policies	17.6. Enhance science and technology inter-cooperation
6.3. Improve water quality	9.1. Develop infrastructure	6.6. Protect and restore water-related ecosystems	10.5. Improve regulation of financial markets	17.7. Promote transfer of technologies
6.5. Implement integrated water resources management	9.4. Upgrade sustainable and clean industries	8.3. Promote the formalization of SMEs	13.1. Strengthen resilience and adaptive capacity	17.8. Operationalize capacity building for Information and Communication Technology (ICT)
8.2. Achieve economic productivity and innovation	15.8. Reduce the impact of invasive alien species	8.9. Implement sustainable tourism	13.2. Integrate climate change policies	17.10. Promote a multilateral trading system
		9.2. Promote sustainable/inclusive industrialization		

Table 6. Continued.

Too broad (not very specific)	Necessitates interventions from other types of INGOs	Necessitate national public and governmental interventions	Global outcomes*
8.5. Achieve full employment and decent work	11.1. Ensure housing and basic services	15.6. Promote fair and equitable sharing of the benefits arising from genetic resources	17.11. Increase exports of developing countries
10.1. Achieve income growth (bottom 40%)	11.3. Enhance sustainable urbanization	15.7. Take urgent action to end the trafficking of protected species	17.12. Realize timely implementation of duty-free and quota-free market access
11.5. Improve resilience to disasters	11.4. Strengthen cultural and natural heritage	16.4. Reduce illicit financial and arms flows	17.13. Enhance global macroeconomic stability
12.5. Reduce waste generation	11.7. Provide urban green and public spaces	16.5. Reduce corruption and bribery	17.15. Respect the country's policy space
14.3. Minimize ocean acidification	12.4. Effective management of chemicals and waste	16.9. Provide legal identity	17.17. Encourage transfer of technologies
14.5. Conserve coastal areas	12.7. Promote public procurement practices	16.10. Ensure public access to information	17.18. Enhance national statistics availability
15.3. Restore desertification and land degradation	14.4. Regulate harvesting and end overfishing	17.5. Adopt investment promotion regimes	17.19. Build statistical capacity
16.1. Reduce violence and related deaths	14.6. Prohibit fisheries subsidies	17.14. Enhance policy coherence for sustainable development	
16.6. Develop effective institutions	15.5. Take action to end the loss of biodiversity		
16.7. Ensure inclusive decision-making	15.9. Integrate biodiversity in national and local planning		
	16.2. End human trafficking		

*The outcome is global; all the outcomes should be reached by all countries worldwide, but some of the SDGs outcomes cannot be adopted at a national and local level.

The 33 outcomes selected for our research have been modified and reformulated according to the reviewers' comments. (The 33 outcomes were derived from the 43 broad outcomes selected, after the reviewers' feedback as referred to above, and thus the 43 outcomes were modified and reduced to 33 specific ones). These outcomes are community-based, in other meaning, reaching the outcomes necessitates interventions and projects targeting, directly or indirectly, the local communities in Lebanon.

Some of the outcomes selected apply specifically to developing countries and thus were considered appropriate to the case of Lebanon. These include for example: "increase the access of small-scale industrial and other enterprises to financial services, including affordable credit, and their integration into value chains and markets"; "enhance scientific research and upgrade the technological capabilities of industrial sectors"; "facilitate orderly, safe, regular and responsible migration and mobility of people"; "mobilize additional financial resources from multiple sources"; etc.

The majority of the outcomes selected can be directly addressed by human rights INGOs in Lebanon such as, "reduce poverty by developing sustainable livelihoods without discrimination of gender and age", "ensure equitable access to safe and sufficient food items", "ensure equitable access to high-quality education at different levels", etc. While some others are not the direct focus of human rights INGOs, they contribute to them indirectly. We mention, "ensure equitable access to affordable and renewable energy services", "prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities", etc.

Chapter 4: Exploring and Analyzing the Human Rights INGOs SDGs Interventions in Lebanon

This chapter constitutes the second empirical chapter of this thesis. It also represents the second phase of our mixed methodology adopted. Building on the results gained through the qualitative analytical approach implemented in the previous chapter, we have developed and introduced our TOC evaluation model designed to explore and analyze human rights INGOs interventions to reach the outcomes of and contribute to the SDGs, in Lebanon.

I. Our TOC Evaluation Model Developed

We present in table 7, the final list of the 33 outcomes selected, validated, and modified for the case of human rights INGOs in Lebanon. We present as well our adopted evaluation model (figure 14) based on the outcome-based approach (Vogel, 2012); developed to identify and analyze the interventions of the human rights INGOs in Lebanon, (their programs, projects, practices, and initiatives) that are implemented to reach the desired long term outcomes and to contribute to the SDGs.

In alignment with the TOC framework adopted for our research and presented in chapter 2, the TOC evaluation model is composed of 6 main components: inputs, activities, outputs, outcomes, impacts/desired change, and the key assumptions/identified potential risks.

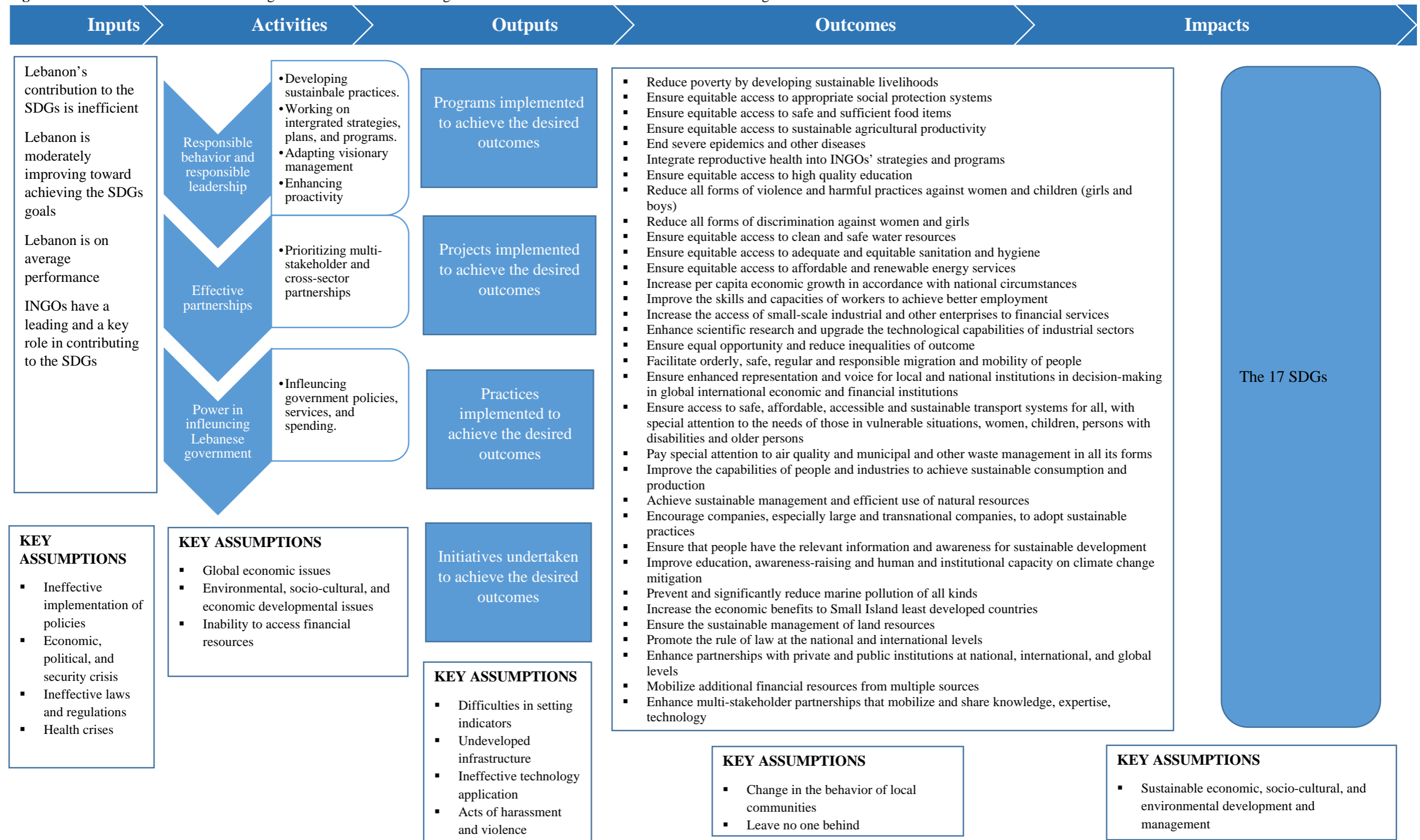
Table 7. The 33 SDGs' outcomes selected and modified for the case of human rights INGOs in Lebanon.

SDG	Outcome
SDG 1. NO POVERTY	1. Reduce poverty by developing sustainable livelihoods without discrimination of gender and age.
	2. Ensure equitable access to appropriate social protection systems.
SDG 2. ZERO HUNGER	3. Ensure equitable access to safe and sufficient food items.
	4. Ensure equitable access to sustainable agricultural productivity and sustainable food production systems.
SDG 3. GOOD HEALTH & WELL BEING	5. End severe epidemics and other diseases (ex. AIDS, tuberculosis, malaria, water-borne diseases).
	6. Integrate reproductive health into INGOs' strategies and programs.
SDG 4. QUALITY EDUCATION	7. Ensure equitable access to high-quality education at different levels and degrees for girls, boys, men, and women.
SDG 5. GENDER EQUALITY	8. Reduce all forms of violence and harmful practices against women and children (girls and boys).
	9. Reduce all forms of discrimination against women and girls.
SDG 6. CLEAN WATER & SANITATION	10. Ensure equitable access to clean and safe water resources.
	11. Ensure equitable access to adequate and equitable sanitation and hygiene.
SDG 7. AFFORDABLE & CLEAN ENERGY	12. Ensure equitable access to affordable and renewable energy services.
SDG 8. DECENT WORK & ECONOMIC GROWTH	13. Increase per capita economic growth under national circumstances.
	14. Improve the skills and capacities of workers to achieve better employment.
SDG 9. INDUSTRY, INNOVATION, & INFRASTRUCTURE	15. Increase the access of small-scale industrial and other enterprises to financial services, including affordable credit, and their integration into value chains and markets.
	16. Enhance scientific research and upgrade the technological capabilities of industrial sectors.
SDG 10. REDUCE INEQUALITIES	17. Ensure equal opportunity and reduce inequalities of outcome.
	18. Facilitate orderly, safe, regular and responsible migration and mobility of people.
	19. Ensure enhanced representation and voice for local and national institutions in decision-making in global international economic and financial institutions to deliver more effective, credible, accountable, and legitimate institutions.
SDG 11. SUSTAINABLE CITIES & COMMUNITIES	20. Ensure access to safe, affordable, accessible, and sustainable transport systems for all, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities, and older persons.
	21. Pay special attention to air quality and municipal and other waste management in all its forms.

Table 7. Continued.

SDG	Outcome
SDG 12. RESPONSIBLE CONSUMPTION & PRODUCTION	22. Improve the capabilities of people and industries to achieve sustainable consumption and production.
	23. Achieve sustainable management and efficient use of natural resources.
	24. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
	25. Ensure that people have relevant information and awareness for sustainable development and lifestyles in harmony with nature.
SDG 13. CLIMATE ACTION	26. Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.
SDG 14. LIFE BELOW WATER	27. Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities.
	28. Increase the economic benefits to Small Island's least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries.
SDG 15. LIFE ON LAND	29. Ensure the sustainable management of land resources and natural and cultural ecosystems.
SDG 16. PEACE, JUSTICE & STRONG INSTITUTIONS	30. Promote the rule of law at the national and international levels and ensure equal access to justice for all.
SDG 17. PARTNERSHIPS FOR THE GOALS	31. Enhance partnerships with private and public institutions at national, international, and global levels and other NGOs and INGOs to achieve the 16 SDGs.
	32. Mobilize additional financial resources from multiple sources.
	33. Enhance multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of sustainable development goals.

Figure 14. The TOC evaluation model designed to evaluate the human rights INGOs interventions in Lebanon to reach the long-term outcomes.



The contributions to the SDGs in Lebanon are ineffective and the Lebanese government is not performing well or is on average performance according to what was recently reported by the UNDP (2021a). The INGOs have a key and leading role in contributing to the SDGs. We start from these facts as our inputs. We assume as well that the current economic, political, and health crises and the ineffective implementation of the rules and regulations create obstacles toward reaching the 17 SDGs outcomes in Lebanon.

The activities which constitute the second component of our TOC evaluation model represent those identified by the literature review. More precisely, general key activities implemented by human rights INGOs worldwide apply of course to the case of Lebanon. These were summarized under three areas: responsible behavior and leadership, effective partnerships, and power in influencing the Lebanese government. The assumptions that were made here are not only related to Lebanon but are also global assumptions. These include global economic issues and the inability to access financial resources.

The outputs or the human rights INGOs interventions, divided into programs, projects, practices, and initiatives will be explored and evaluated later on in this chapter; this, in fact, was the purpose of developing this model. We assume that if the human rights INGOs in Lebanon face difficulties in setting indicators and are directly affected by the undeveloped infrastructure, the ineffective application of technology, and the acts of violence they will not be able to appropriately implement their intended interventions, and this will negatively affect achieving high-end results or the SDGs long-term outcomes.

The outcomes are the preconditions required to achieve the change. These were already identified and presented in this chapter; they constitute 33 in total and are

briefly presented in figure 14. We assume that reaching these outcomes means a change in the behavior of local communities and leaving no one behind. The desired impacts are the 17 SDGs. The key assumption here is that by contributing to the SDGs, human rights INGOs can then create sustainable economic, socio-cultural, and environmental development and management within their areas of intervention in Lebanon. So, the human rights INGOs in Lebanon can contribute to making a change in terms of the SDGs but they cannot alone reach the goals.

II. The Data Collection Method Adopted

A qualitative approach is again adopted through the application of semi-structured interviews. These are very popular data collection methods within qualitative research and are “*designed to ascertain subjective responses from persons regarding a particular situation or phenomenon they have experienced. They may be used when there is sufficient objective knowledge about an experience or phenomenon, but the subjective knowledge is lacking*” (McIntosh & Morse, 2015). They have many advantages, among which, allowing interviewers to uncover knowledge through interaction, conversations, and subjects from different areas and gaining new and significant information especially when the participants are experts in the field, etc. (Keeffe et al., 2016).

Semi-structured interviews are broadly applied within a diversity of research contexts and can follow different phases of interviews construction and protocol. Each of them depends on the objective of the research, the type of questions, and the participants’ knowledge and expertise in the field (Castillo-Montoya, 2016). The interview protocol followed in this thesis was simple and clear. Our objective is to

explore the different interventions (projects, practices, or initiatives) undertaken by the human rights INGOs in Lebanon to reach the 17 SDGs' intended outcomes. Thus, our interviews constituted four main questions:

1. What are your interventions to reach each of the 33 SDGs outcomes?
2. How many beneficiaries did you reach per outcome (number per outcome not per intervention)?
3. With whom do you collaborate at the national and international levels to implement your interventions?
4. What are the challenges faced and how do they affect your work?

These questions were sent for review, to Dra. Maria Noujeim, is an expert in the field of law and political science. Her feedback came positive, and no changes were made to the interview questions. The sample of the semi-structured interviews constituted of two INGOs working in Lebanon within the humanitarian sector-development programs only, not to focused Humanitarian Response Agencies, since we are looking into SD programs, rather than crisis response interventions which are usually more about supporting needy communities, and responding to certain temporary vulnerable situations (For the full list of the INGOs working in Lebanon within the humanitarian sector-development and response refer to Appendix C.). The names of the INGOs selected and of the interviewees will remain confidential upon their request. The interviews were conducted during June and July 2022 with two Program Directors of the organizations. Answers were saved, based on the interviewees' consent.

III. Results Obtained - A Causal Pathway Analysis

The results obtained were analyzed using the causal pathway analysis method. It is a popular analytical method under the TOC, also known as impact pathway, outcomes/result chain, or solution tree. It is a backward mapping from an intervention goal, through all the long and short-term outcomes to the outputs needed, to achieve it. Many scholars and researchers have relied on this method to understand the link or the pathway between explanatory variables and outcomes. According to Weller and Barnes (2014), *“a pathway analysis aims to (1) gain insight into the mechanisms that connect some explanatory variable (X1) to some outcome (Y) in specific cases and (2) use the insights from these cases to generate hypotheses about mechanisms in the unstudied population of cases that feature the X1/Y relationship”*.

Hence, this analytical method is adopted widely by researchers and in various contexts. For example, Wang et al. (2022) have used the causal pathway analysis method in their attempt to explore and analyze how government prevention policies and human mobility behaviors have contributed to an increase in the number of COVID-19 cases and deaths. Researchers who have adopted the TOC framework have used the causal pathway as their primary analytical method (ex. Davies, 2018; Mayne, 2015).

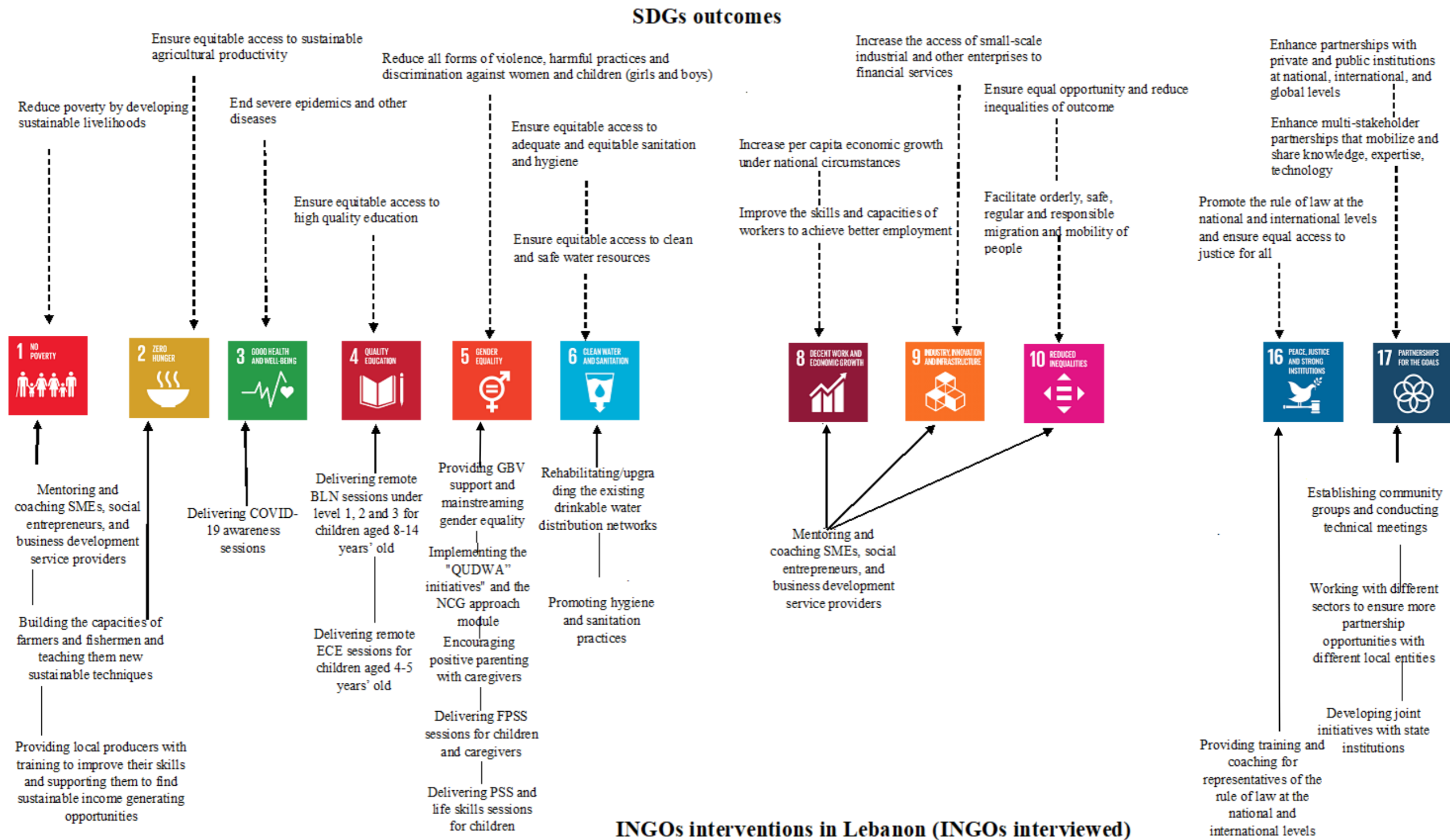
Mayne and Johnson (2015) have examined the effect of the Agriculture for Nutrition and Health actions on the health and nutrition structure within a TOC approach. There are other numerous examples of the application of the causal pathway analysis method within the TOC studies. Thus, we are illustrating from this discussion the importance and usefulness of this analytical technique to our current study; the

human rights INGOs' interventions are considered causes, the outcomes are the effects of these causes, and the intervention goals are the 17 SDGs.

In figure 15, we present the causal-effect pathways mapping the human rights INGOs interventions or outputs that were identified through the analysis of the interviews' results. Under SDG 1, two main programs were designed: resilience and livelihood (local value chain development program) and economic justice. Under the first program identified, two main practices are implemented: providing training for local producers in Beirut to improve their skills and supporting them to find sustainable sources of revenues, as well as, building the capacities of farmers and fishermen in different areas in Lebanon, mainly in Akkar, Bekaa, Marjayoun and Bent Jbeil, teaching them new sustainable techniques and providing them new equipment and materials. These interventions can reduce poverty.

Under the second program, one main intervention is identified: supporting SMEs, social entrepreneurs, and business development service providers by mentoring and coaching them. By doing this, the INGO interviewed are seeking to reduce poverty as well. Equitable access to sustainable agricultural productivity under SDG 2 is enhanced by building the capacities of farmers and fishermen in different areas in Lebanon. Thus the same intervention can be implemented to reach various outcomes under the same or different SDG. Regarding SDG 3 only one interviewee has reported: delivering COVID-19 awareness sessions to decrease the impact of the pandemic. Yet, some other response interventions are being implemented, such as the distribution of hygiene kits, disinfection Kits, and Shopkeeper kits for Syrian refugees and menstrual hygiene for the Lebanese host communities.

Figure 15. The causal-effect pathways of the human rights INGOs interventions/outputs identified from the interviews' analysis to achieve the SDGs outcomes.



Regarding the outcome of “ensure equitable access to appropriate social protection systems” under SDG 1 and the outcome of “ensure equitable access to safe and sufficient food items” under SDG 2 and the outcome of “integrate reproductive health into INGOs’ strategies and programs” under SDG 3, no main development interventions were identified. Otherwise, some response projects are developed such as providing cash assistance for Syrian refugees and Lebanese host communities.

For SDG 4, ensuring equitable access to high-quality education at different levels and degrees for girls, boys, men, and women, is reached by developing two main interventions: delivering remotely through WhatsApp groups, Early Childhood Education (ECE) sessions for girls and boys aged 4-5 years old. More specifically, one of the INGOs’ Programs Director interviewed, has reported that the INGO is delivering 350 ECEs under level 2. Also, 260 Basic Literacy and Numeracy (BLN) sessions are delivered remotely, through WhatsApp groups, under levels 1, 2, and 3 for children aged 8-14 years old in the central Bekaa, North and South Lebanon, Beirut, and Mount Lebanon, while the same sessions are delivered face to face in Aarsal, a region in the North of Bekaa.

To ensure high-quality education, both the ECE and the BLN sessions follow the regulated ECE and BLN curriculum of the Ministry of Education and Higher Education (MEHE) and are preceded by a rigorous process for the selection of facilitators and teachers. Interviews are first conducted with the candidates, and the Teacher Professional Development Plan (TPD) is then implemented with the selected candidates during the whole teaching cycle. Additionally, remote parenting sessions are delivered to the children’s caregivers.

Contributing to gender equality-SDG 5 by reducing all forms of violence and harmful practices against women and children (girls and boys) and reducing all forms

of discrimination against women and girls, is achieved by various interventions. As pointed out in figure 15, 5 main interventions are being implemented under three main programs: Child Protection and Humanitarian Access (CPHA), Child Protection and Adolescent (CP&A), and humanitarian program. The interventions are: delivering Psycho-Social Support (PSS), Focused Psycho-Social Support (FPSS), and life skills sessions for children; delivering FPSS for caregivers; encouraging positive parenting with caregivers; implementing QUDWA² initiatives and the Nurturing Care Group (NCG) approach module; as well as, providing Gender-Based Violence (GBV) support and mainstreaming gender equality.

The QUDWA plan was developed jointly by the United Nations Children's Fund (UNICEF) and the Ministry of Social Affairs (MoSA) as part of the strategic plan (2020-2027) for the protection of women and children. The QUDWA initiatives target women, boys, and girls and aim at protecting them from any form of violence and harmful practices and at helping them reach better and safer living and working environments.

Concerning SDG 6, ensuring equitable access to clean and safe water resources and ensuring equitable access to adequate and equitable sanitation and hygiene is being positively affected by the development of two main programs: The Water, Sanitation, and Hygiene (WASH) program and the humanitarian program. Two main INGOs' interventions are identified here: promoting hygiene and sanitation practices, and rehabilitating/upgrading the existing drinkable water distribution networks.

To contribute to SDGs 8, 9, and 10 no effective interventions were identified. However, the same intervention of supporting SMEs, social entrepreneurs, and business

² The name derives from the Arabic word for a role model as it engages and gives ownership to community members to uphold children's rights and enable a protective environment for them.

development service providers by mentoring and coaching them under the economic justice program can help in reaching these SDGs' outcomes.

The outcomes presented in figure 15 under the last two SDGs-16 and 17 are being targeted by four main interventions: providing training and coaching for representatives of the rule of law at the national and international levels, establishing community groups and conducting bilateral meetings, working with different sectors to ensure more partnership opportunities with different local entities are established, and developing joint initiatives with state institutions.

19 human rights INGOs' interventions were thus identified based on the analysis of the interviews conducted with the Programs Directors at the said organizations. In summary, the same program and the same intervention is targeting many SDGs and different outcomes. No effective projects and initiatives were created to reach the outcomes under SDGs 7, 11-15. Only 16 out of 33 outcomes in total were targeted by the INGOs.

The number of beneficiaries reached until today, by the human rights INGOs interviewed in this study, through their different SDGs-related interventions, is presented in table 8. The numbers are reported per program and outcome under each of the SDGs. The same people are benefiting from different interventions, meaning that, the same number of beneficiaries is being reached under different outcomes, such as for the outcomes under SDGs 8, 9, and 10.

Table 8. The number of people reached by the SDGs outcome as reported by the interviewees.

SDG	Outcome	The number of people reached
No poverty	Reduce poverty by developing sustainable livelihoods without discrimination of gender and age.	250 household
		1000 people
Zero hunger	Ensure equitable access to sustainable agricultural productivity and sustainable food production systems.	120,000 household
Good health and well-being	End severe epidemics and other diseases (ex. AIDS, tuberculosis, malaria, water-borne diseases)	About 49,000 people
Quality education	Ensure equitable access to high-quality education at different levels and degrees for girls, boys, men, and women	1215 people
Gender equality	Reduce all forms of violence, harmful practices, and discrimination against women and children (girls and boys)	31,310 (including girls, boys, and women)
		5760 caregivers
Clean water and sanitation	Ensure equitable access to clean and safe water resources.	36,784 people
	Ensure equitable access to adequate and equitable sanitation and hygiene.	76,008 people
Affordable and clean energy	Ensure equitable access to affordable and renewable energy services.	36,000 people
Decent work and economic growth	Increase per capita economic growth under national circumstances.	2,350 people
	Improve the skills and capacities of workers to achieve better employment.	
Industry, innovation, and infrastructure	Increase the access of small-scale industrial and other enterprises to financial services, including affordable credit, and their integration into value chains and markets.	1000 people
	Ensure equal opportunity and reduce inequalities of outcome.	
Reduce inequalities	Facilitate orderly, safe, regular and responsible migration and mobility of people.	
Climate action	Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	36,000 people
Peace, justice, and strong institutions	Promote the rule of law at the national and international levels and ensure equal access to justice for all.	6000
Partnerships for the goals	Enhance partnerships with private and public institutions at national, international, and global levels and other NGOs and INGOs to achieve the 16 SDGs.	23 partners
	Enhance multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of sustainable development goals.	

Many factors are facilitating the work of human rights INGOs in Lebanon and are helping them succeed in their interventions. These include but are not limited to the good reputation these INGOs have among residents, effective leadership, power in influencing governmental policies and services at national and international levels and in raising the voice of vulnerable and needy people, good collaboration with private and public institutions, with national and international agencies, with the ministries of environment, construction, agriculture, commerce and industry, and the ministry of consumer affairs, food, and public distributions, and with local representatives and activists from the Lebanese local communities, etc.

However, regardless of these achievements and the good contributions of the human rights INGOs to the 13 SDGs, they are still facing many challenges. The insecurity in the first place, the political instability, the economic crisis, the refugee situation, the health crises, the socio-economic policy choices, the ineffective social protection systems, the corruption, their inability to access financial resources and get enough funds from international donors due to the donors' lack of trust in Lebanon and in the Lebanese government, in particular, the lack of data, and the inequality in almost every single sector in this country, make the work of these INGOs difficult, to say the least.

Above listed challenges are all considered potential risks that we evaluate as negatively affecting the intended change. The human rights INGOs in Lebanon or a sample of them, are facing difficulties to reach sustainable socio-cultural, economic, and environmental development and management in Lebanon. These problems if not solved will be the causes of a worsened unsustainable development in the future.

Chapter 5: Evaluating the INGOs Interventions from the Employees' Perspective

This final chapter constitutes the last empirical chapter of this thesis and the third phase of our mixed methodology adopted. A quantitative method is implemented through the application of the IPA (Importance performance Analysis), for the data collection (questionnaire design) and the data analysis techniques. The purpose thus, was to evaluate and analyze the 19 interventions identified, and presented, in the previous chapter from the perspective of the interviewed INGOs employees.

I. The IPA Tool: Concept and Application

The IPA is a useful decision and management tool, it was first introduced by Martilla and James in 1977. It can be applied at an organization or a destination level (Phadermrod et al., 2019). It measures the importance accorded to a certain product, service, project, initiative, etc., and the perceived performance of an organization or a destination in providing that product or service or in delivering a certain project, program, or initiative.

Table 9. The traditional IPA matrix (Azzopardi & Nash, 2013).

Importance/performance	Low performance	High performance
High importance	Concentrate here (increase resources)	Keep up the good work (sustain resources)
Low importance	Low priority (no change in resources)	Possible overkill (curtail resources)

According to table 9, the IPA provides implications for an organization or destination managers on where to allocate available resources by improving decision-making and strategic management actions. The attributes of a service or a product or the characteristics of a certain project or initiative may fall under one of the four quadrants. If the perception is high toward the importance and the performance, then the organization or the destination has succeeded in its work, and it is suggested to maintain resources and keep up the good work. When the importance is perceived as low and the performance as low as well, then it is considered a low priority and no changes are needed.

On the opposite, when the importance is perceived as low and the performance as high, then an over-performance is recognized and a potential overkill is then suggested and the strategic management actions here should be directed toward redeploying resources. Under the last quadrant, an under-performance is recognized since attributes here are perceived as having high importance but low performance. Hence, organizations or destinations have to concentrate and put efforts here, in that case, to increase resources in order to satisfy and meet the expectations of customers and other beneficiaries.

The secondary research conducted on the application of this technique has demonstrated that the IPA has been widely applied across many fields. It has gained great popularity within the fields of sustainable development, sustainable tourism studies, education in particular, and customer satisfaction towards an organization's products or services. The sustainable tourism studies that have used the IPA technique are numerous.

Cvelbar and Dwyer (2013) have evaluated the importance and performance of sustainability factors that enhance the sustainable long-term development of the hotel

sector in Slovenian from the perspective of a sample of hospitality managers. Boley et al. (2017) have examined residents' perceived importance-performance of sustainable tourism initiatives developed and implemented by sustainable tourism stakeholders in three US counties in the Commonwealth of Virginia. The IPA has been also applied within the Corporate Social Responsibility (CSR)-construction sector by Zhang et al. (2021). They have investigated the importance and performance of several aspects of CSR practices based on the perceptions of stakeholders within top-tier construction firms.

Applying the IPA tool with employees is enhanced by many scientific studies. The work of Mount (2005) within the hotel sector is one example. The author has analyzed about 14 attributes related to the employee's satisfaction with their jobs. Within the same context, Pan (2015) has addressed the importance and performance of key factors that effectively drive job satisfaction from the perspective of 474 international hotel' employees. Deepa and Baral (2019) have also used the IPA to explore the perceptions of employees at a marketing company toward different employers' value proposition attributes including economic values attributes, development values attributes, social values attributes, work values attributes, and employer reputation attributes.

For our current study, the selection of the IPA tool was guided by many factors. First, the purpose of this empirical chapter is to analyze and evaluate human rights INGOs interventions in Lebanon and this time, from the employees' perspective, the IPA is one of the most appropriate and useful techniques for the development of the data collection method and the data analysis (which are discussed in the next sections). Second, as the literature review conducted has demonstrated, no studies have examined employees' perception of human rights INGOs' contributions to the SDGs, thus, applying the IPA within this context is one of the first research attempts and will have

key methodological contributions to the research field. Last but not least, the results and their implications will inform human rights INGOs in Lebanon to improve their interventions-outputs and to enhance their decision-making process on how to allocate their resources (financial, technical, time, services, materials, etc.).

II. Questionnaire Development and Dissemination

Data was collected using an online questionnaire administered on google forms. This data collection method was adopted for respondents to be more at ease to complete the questionnaire over the internet (Sekaran & Wiley, 2010), whose time is limited due to the nature of their work, they might not be able to complete the questionnaire during their working hours. The questionnaire included two main sections apart from the introduction, one section for the evaluation of the interventions and one section for the socio-demographic characteristics of the respondents.

In the first section, respondents were asked to rate the perceived importance of the 19 interventions implemented by their INGOs, in other meaning, they were asked “how important are these interventions from their own perspective” in a direct way (asking them directly to rate the importance of the interventions-direct rating). The rating was done on a 5-point Likert scale ranging from 1 (not important at all) to 5 (extremely important) with an option “unable to rate”, for those who are neutral in their response, they don’t have enough knowledge or expertise to evaluate the importance of the interventions, or the information is too sensitive to be provided.

Performance was measured in terms of the impact each of the interventions has on the local communities. To assess whether these INGO interventions are achieving the outcomes and contributing to the 17 SDGs, the difference/change that these

interventions are making are the impacts of these interventions. Evaluating the impact from the perspective of the employees is one effective way of understanding and analyzing INGOs' performance (Done et al., 2011; Parker et al., 2013).

Respondents were then asked to rate their perception toward the performance (measured in terms of the interventions' impact) of each of the 19 interventions on a 5-point Likert scale (1=very low to 5=very high) in an indirect way (asking them indirectly to rate the performance of the interventions-indirect rating). They were asked the following question "from your perspective, what level of impact do these interventions have on the local communities in Lebanon?". Employees were asked to evaluate the impact from their perspective based on their engagement in the implementation of the supervision of the implementation of the interventions, their direct or indirect interactions with the beneficiaries, or based on the results of the beneficiary satisfaction surveys. An option "not observed" was added to the scale, for employees who are unfamiliar with the intervention, nor was it observed by them nor were they involved in its implementation on the field.

The second section of the questionnaire included four main questions: age, gender, nationality, and the department in which the employees work. Conducting the questionnaire online requires responses to all the questions, to guarantee that all the questions will be answered by the respondents. Answering all the questions were set as "required", it is only in this way that we can make sure that the questionnaire will be fully completed.

A pilot test was conducted with 10 employees at the human rights INGOs interviewed by the researcher of this study. The feedback resulted in minor changes that were made to the introduction (preference for using informal language), the question for rating the importance and performance of the interventions was also modified (to

be more clear and specific to avoid biased or unreliable data), some of the structure of the interventions' statements were modified as well. Two versions of the questionnaire were developed, each including the interventions identified concerning the specific INGO (for the full version of the questionnaire including the 19 interventions see Appendix D.).

The questionnaires were launched in September 2022 (data collection during September and October 2022). They were sent to the heads of programs (the two interviewees) who reviewed the questionnaires and disseminated them by mail to the interviewed INGOs employees working within the development departments of the relevant organizations in Lebanon.

III. Data Analysis: Perceived Importance and Performance

The questionnaires yielded a total of 227 valid responses. Results were analyzed using SmartPLS software version 4. The Cronbach's alpha registered 0.8 for the 19 questions/interventions, which is considered high internal reliability since a reliability coefficient of 0.70 or higher is considered acceptable according to most social sciences research studies (De Vaus, 2014). The missing data resulted from the number of respondents who were unable to rate (for the perceived importance) and the interventions that were not observed by them (for the perceived performance impact), were imputed using Maximum Likelihood Imputation with the Expectation-Maximization (EM) algorithm (Xie, 2017).

III.1. Descriptive Results

We present in table 10 the socio-demographic characteristics of the respondents. The majority (89%) of them are aged between 20 and 40 years old with a quasi-equal representation of females (53%) and males (47%). The sample is predominantly Lebanese, which is indicative of the research context. The employees who participated in the survey reported working in various departments of the INGOs, being finance, cash, and accounting; grants; operations including field operations; communications and partnerships; and other development programs (including WASH, child protection, livelihoods, health, etc.). Our sample is then representative of the universe (employees of the INGOs working within the humanitarian sector-development programs).

Table 10. The socio-demographic profile of respondents.

Variables	N (227 respondents)	%
<i>Age</i>		
20-30	86	38
31-40	115	51
41-50	23	10
51-60	3	1
<i>Gender</i>		
Female	120	53
Male	107	47
<i>Nationality</i>		
Lebanese	224	99
Other (Palestinian)	3	1
<i>Department within the organization</i>		
Finance & cash	28	12
Livelihood	15	7
Education	9	4
Child protection	10	4
Operations	14	6
Partnership	6	3
Health	3	1
Communication	3	1
Grants	3	1
Other (Early Childhood Development-ECD, Economic Recovery, and Development-ERD, ICT, WASH, logistics)	136	61

We have calculated the mean and standard deviation scores for the 19 interventions as per the results of the respondents' perceived importance-performance. The interventions are referred to here by alphabetic letters (A to J presented in table 11 for the first 10 interventions identified and K to S presented in table 12 for the second 9 interventions identified). According to table 11, all of the interventions were perceived as having good importance with an overall mean score of 3.53 (important and very important), except for intervention I with a mean score of 2.93 (highlighted in orange). Among the interventions, B, E, F, and J have higher perceived importance mean scores (highlighted in gray) than the others. Regarding the perceived performance (measured in terms of the perceived impact of the interventions), all of the interventions have medium to high perceived impact with an overall mean score of 3.35, except for interventions D and I, having respectively 2.91 and 2.81 (highlighted in orange) which are considered as having low to medium perceived impact. Interventions E, F, and I were perceived as having a higher impact (highlighted in green) than the other interventions evaluated. The standard deviation change due to the missing data was very narrow as shown in table 11, with an overall average change of 0.98% for the perceived importance and 0.91% for the perceived impact.

According to table 12, the perceived importance and performance-impact scores for the 9 interventions evaluated are somehow higher than the scores of the perceived importance and performance-impact of the interventions presented in table 11. All of the 9 interventions were perceived as having high importance with an overall mean score of 4 (very important and extremely important). Among the interventions, M, N, O, and Q have higher perceived importance mean scores (highlighted in gray) than the others.

Table 11. The mean and standard deviation scores for the perceived importance-performance of the INGOs interventions (total n =110)

SDGs interventions (total 10)	Perceived importance				Perceived performance (impact)			
	Mean	SD	Missing values (N) ^a	Variance in %	Mean	SD	Missing values (N) ^b	Variance in %
A) Building the capacities of farmers and fishermen and teaching them new sustainable techniques.	3.68	1.07	2	-0.92	3.47	1.25	7	-0.77
B) Providing local entrepreneurs with training to improve their skills and supporting them to find sustainable income-generating opportunities.	3.79	0.99	1	-0.24	3.44	1.31	8	-0.84
C) Delivering remote (through WhatsApp groups) ECE sessions for children aged 4-5 years old.	3.31	1.30	3	-1.43	3.03	1.32	5	-1.35
D) Delivering remote (through WhatsApp groups) BLN sessions for children aged 8-14 years old.	3.15	1.21	2	-1.30	2.91	1.26	6	-1.16
E) Delivering PSS and life skills sessions for children.	3.79	1.16	2	-1.11	3.68	1.12	3	-0.89
F) Delivering FPSS sessions for children and caregivers.	3.84	1.18	4	-0.88	3.66	1.14	4	-0.83
G) Encouraging positive parenting with caregivers.	3.76	1.06	2	-0.87	3.59	1.09	5	-0.61
H) Implementing the NCG approach module.	3.16	1.45	11	-1.09	3.14	1.42	12	-0.89
I) Implementing QUDWA initiatives.	2.93	1.49	15	-1.01	2.81	1.53	17	-1.05
J) Rehabilitating/upgrading the existing drinkable water distribution networks.	3.91	1.12	2	-0.99	3.8	1.06	3	-0.74
<i>Importance-performance averages</i>	3.53			-0.98%	3.35			-0.91%

^a Represent the number of respondents who were unable to rate (value 0 associated)

^b Represent the number of respondents for whom, interventions were not observed (value 0 associated)

Table 12. The mean and standard deviation scores for the perceived importance-performance of the INGOs interventions (total n =117)

SDGs interventions (total 9)	Perceived importance				Perceived performance (impact)			
	Mean	SD	Missing values (N) ^a	Variance in %	Mean	SD	Missing values (N) ^b	Variance in %
K) Mentoring and coaching SMEs, social entrepreneurs, business development service providers, etc. to improve their livelihoods.	3.97	0.88	N/A	N/A	3.66	1.08	3	-0.82
L) Delivering COVID-19 awareness sessions.	3.61	1.09	N/A	N/A	3.29	1.19	4	-1.08
M) Mainstreaming gender equality.	4.29	0.79	N/A	N/A	3.69	1.15	3	-0.98
N) Providing GBV support.	4.45	0.72	N/A	N/A	3.87	1.14	4	-0.79
O) Promoting hygiene and sanitation practices.	4.19	0.91	1	-0.20	3.61	1.24	5	-0.77
P) Providing training and coaching for representatives of the rule of law at the national and international levels.	3.79	1.06	3	-0.77	3.26	1.29	9	-0.85
Q) Working with different sectors to ensure more partnership opportunities with different local entities.	4.14	0.78	N/A	N/A	3.62	1.11	4	-0.79
R) Developing joint initiatives with state institutions to enhance partnerships.	3.82	1.01	2	-0.78	3.33	1.29	6	-1.11
S) Establishing community groups and conducting technical meetings.	3.72	1.09	4	-0.74	3.38	1.28	7	-0.96
<i>Importance-performance averages</i>	4			-0.62%	3.53			-0.90%

^a Represent the number of respondents who were unable to rate (value 0 associated)

^b Represent the number of respondents for whom, interventions were not observed (value 0 associated)

Regarding the perceived performance impact, all of the interventions have medium to high perceived impact with an overall mean score of 3.53. Interventions K, M, and N were perceived as having a higher impact (highlighted in green) than the other interventions evaluated. The standard deviation change due to the missing data was very narrow as shown in table 12, with an overall average change of 0.62% for the perceived importance and 0.90% for the perceived impact.

III.2. Cross-Hair Selection

The cross-hair selection is a critical process within the IPA technique. Placing the cross-hair points is considered a subjective decision and will affect the categorization of the interventions within the four quadrants and the interpretation of the results. According to Martilla and James (1977), *“the decision of where to place the axes in a four-quadrant grid is “a matter of judgment” in that the objective is the relative rather than the absolute measurement of the importance and performance levels of the attributes”* (as cited in Azzopardi & Nash, 2013). The literature review has revealed three main approaches in cross-hair selection: the scale-centered approach, the data-centered approach, and the iso-priority diagonal line approach (ibid).

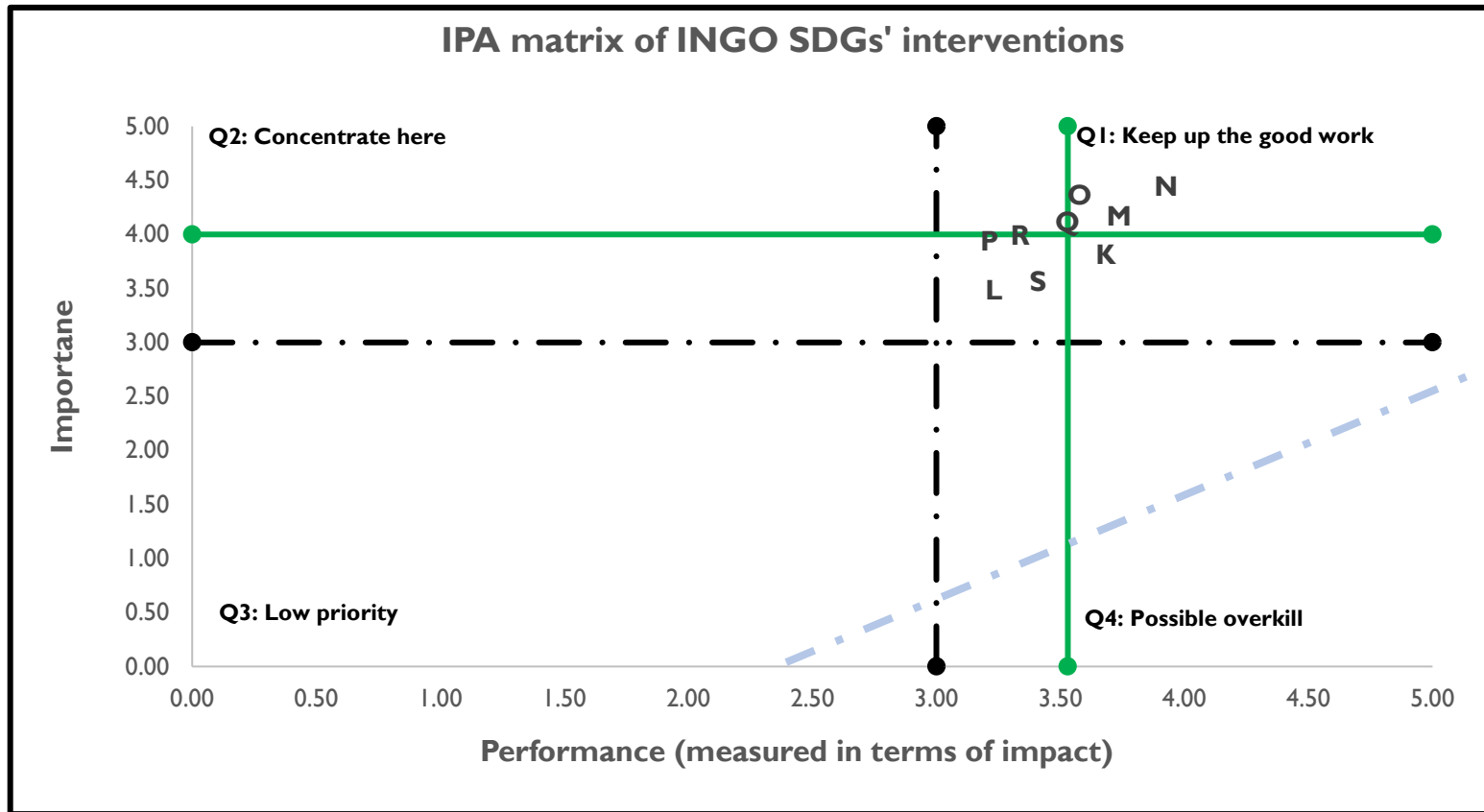
The scale-centered approach determines the cross-point (cross between the vertical and horizontal axes of the grid) according to the mean values of the scale adopted, which is in our case 5 points Likert-scale for the importance and performance, so the cross-point mean value is 3. The data-centered approach is used by most researchers since it determines the cross-point according to the mean values obtained from data, which is here 3.53 for the importance scale and 3.35 for the performance scale for the first 10 interventions evaluated and 4 for the importance scale and 3.53 for the

performance scale for the other 9 interventions evaluated. Both approaches, the scale and the data-centered are valid, clear, and transparent. The iso-priority diagonal line approach is as well very effective in determining categories of prioritization. It involves the insertion of an upward sloping 45 diagonal line to separate regions of different priorities. It is useful since it differentiates between attributes within the same quadrant (Boley et al., 2017; Lai & Hitchcock, 2015). We have decided to work on all three approaches and data is interpreted accordingly with possible changes in interpretations due to the different cross-hair points. This decision will provide us with richer and more valuable results compared to a single approach.

III.3. The IPA Matrices

We have developed the IPA maps/matrices with the four quadrants based on the mean scores for the 19 interventions evaluated. Results are presented in figure 16 (for the first 10 interventions) and figure 17 (for the second 9 interventions). Regarding figure 16, if we look at the scale-centered approach, the majority of the interventions fall under the first quadrant: “keep up the good work” with high perceived importance and impact. Intervention D which is about delivering remote (through WhatsApp groups) BLN sessions for children aged 8-14 years old fall under the quadrant: “concentrate here” with perceived importance mean score exceeding the perceived impact mean score. Intervention I fall under “low priority” which is about implementing QUDWA initiatives with low perceived importance and impact. However, if we take the data-centered approach, still the majority of the interventions fall under the first quadrant, while interventions: I, D, C, and H fall under the quadrant: “low priority”. So, according to both approaches, intervention I is perceived as having low priority.

Figure 17. IPA of INGO SDG's interventions (second 9 evaluated)



- Scale-centered
- Data-centered
- - - Iso-diagonal line

Interpreting the same figure, the iso-diagonal line categorizes all the interventions as having a high priority for improvement, enhancement, and market opportunities since points are all located above the upward slopping line, having perceived importance mean scores higher than their perceived impact mean scores. Regarding figure 17, according to the scale-centered approach, all the interventions evaluated fall under the first quadrant: “Keep up the good work”. Though, according to the data-centered approach, interventions K, M, N, O, and Q which are related to different SDGs outcomes fall under Q1 while the remaining: L, P, R, and S fall under the third quadrant: “low priority” since they have lower perceived importance and impact comparing to the other interventions. The iso-diagonal 45-degree slopping line categorizes all the interventions as having a high priority for improvement, enhancement, and market opportunities with mean scores above the diagonal line.

Findings, discussions, and conclusions

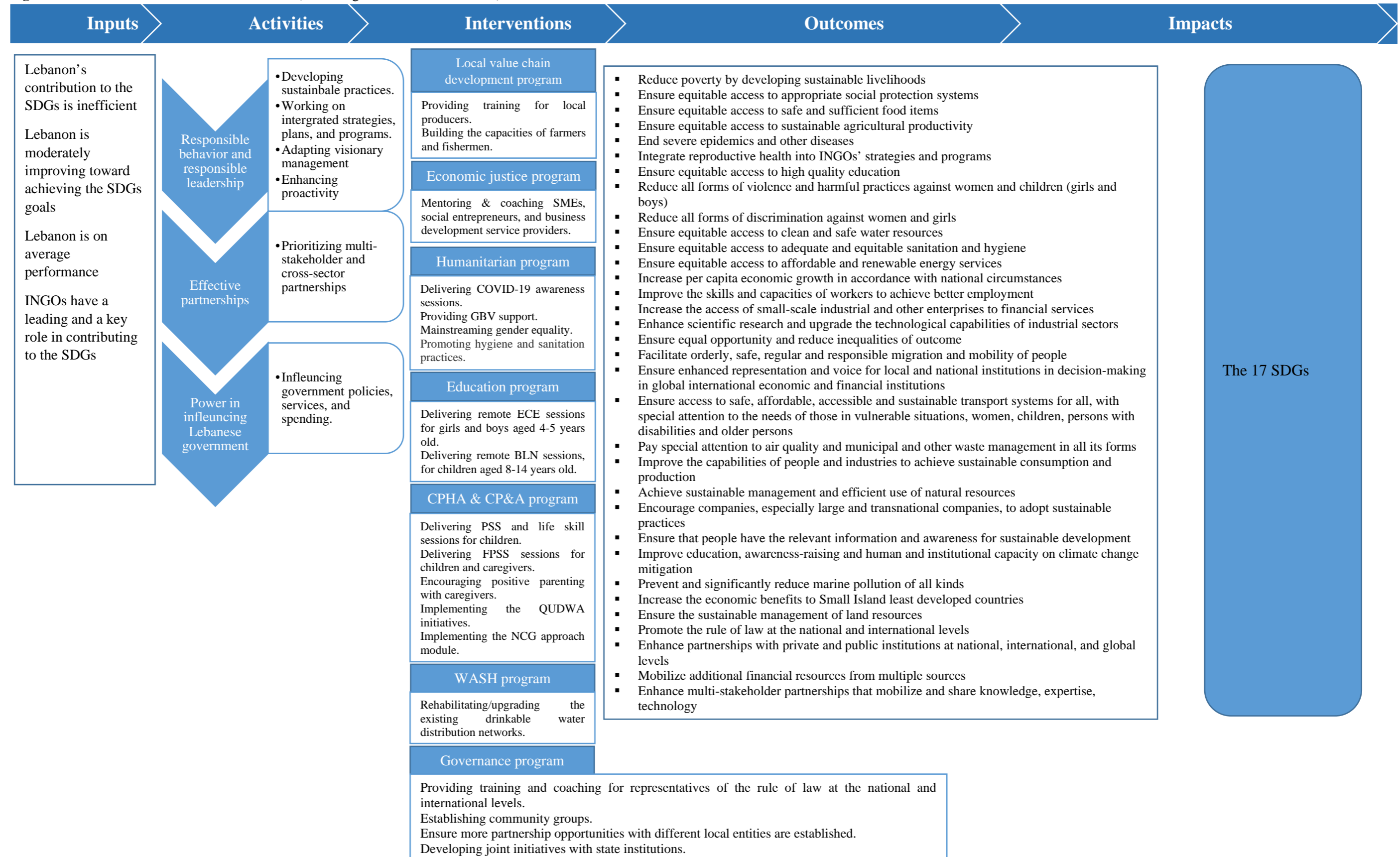
The secondary and primary research conducted has deepened our understanding of human rights INGOs' contributions to the SDGs in Lebanon. The results gained throughout the three phases of the mixed-methodology adopted have valuable theoretical, methodological, and practical contributions. We present and discuss in this final section of our thesis the key findings obtained and their implications.

INGOs Contributions to the SDGs in Lebanon

As our literature review has demonstrated, researchers around the globe were keen to study and analyze INGOs' contributions to the SDGs. More precisely, their role, responsibilities, mobilization around the SDGs, factors contributing to the positive development and implementation of the SDGs programs, activities, and practices as well as the challenges faced in putting these in place and managing SDGs outcomes. For the case of human rights INGOs in Lebanon-our case study of this thesis, the results of the interviews conducted with two program directors of two organizations revealed important findings. In figure 18 we present the modified TOC evaluation model, in which we have integrated the programs and the interventions (projects, initiatives, practices, etc.) explored and analyzed.

According to the figure, the human rights INGOs in Lebanon are aware of the importance of contributing to the SDGs, however, they have developed and implemented a limited number of interventions. Thus, their contributions to the SDGs' outcomes are considered insufficient.

Figure 18. The TOC evaluation model modified (according to the interview results)



First of all, some of the interventions explored and analyzed are stranded within a single or different Lebanese regions, such as, under SDG 1 “providing training for local producers in Beirut to improve their skills and supporting them to find sustainable sources of revenues”, “building the capacities of farmers and fishermen in different areas in Lebanon, mainly in Akkar, Bekaa, Marjayoun and Bent Jbeil, teaching them new sustainable techniques and providing them new equipment and materials”, etc. It is then recommended to do pilot projects and develop models that can be implemented all over Lebanon, of course according to the type of the intervention, the INGOs focus, and the context of the regions (rural or urban).

Second, the sustainable development dimension of some interventions is somehow questioned. The interventions under SDG 4 and SDG 5: “delivering ECE and BLN sessions” and “delivering PSS and FPSS for children and caregivers” are examples. All of the interventions can make changes to some aspects of the country and the local communities; the number of beneficiaries presented in chapter 4 is a good illustrator. Still, the human rights INGOs in Lebanon need to put more effort to develop additional processes and practices to reach a certain level of sustainable development. The UNDP has already introduced means/ways of achieving the goals (refer to Appendix A.). These can guide human rights INGOs in Lebanon to design appropriate interventions for the case of Lebanon.

Last but not the least, the finding that not all of the SDGs outcomes apply to the case of human rights INGOs in Lebanon (according to our secondary research method applied) and not all of the SDGs are being targeted by the INGOs interviewed is by itself a failure. Contributing to the SDGs requires continuous and limitless efforts. Comparing our findings with the best practices in the literature can help INGOs in

Lebanon to reach the desired SDGs outcomes and make a significant contribution to the goals.

Prayogshala et al. (2018) have provided a handbook on the best practices for building sustainability of NGOs for social impact and change. They have emphasized the importance of researching to uncover the needs and desires of the local communities and inform program development and management, conducting monthly and quarterly monitoring and evaluation techniques and improving accordingly, building the capacities of the employees and the organization's partners. Most important above all are to focus on advocacy since the human rights INGOs are the voice for vulnerable and marginalized communities and on fundraising strategies.

Cultural and behavioral change are key activities to reach SDGs outcomes (Pot, 2019). Creativity, partnership with other NGOs and INGOs and with the public and the private sectors, strong leadership, and proactive plans and programs (Kabonga et al., 2021; Zhenmin, 2020) are as well needed for human rights INGOs to succeed in Lebanon, given the current situations. Finding the appropriate implementation mechanisms and providing actionable and practical policy measures are other good practices recommended by Moses et al. (2022) to be adopted in developing countries.

The current crises in Lebanon and the insecurity, being health or political have negatively affected the work of human rights INGOs in Lebanon in contributing to the SDGs. The recommendations provided here and the best and good practices suggested by other researchers and experts in the field can help these INGOs overcome these obstacles. It is recommended above all, to create solid communities, that are well prepared for any type of crisis by raising their awareness, providing them with training, educating them on how to reach the right and the appropriate information, helping them to be stronger, etc.

Adopting the TOC theory by applying an outcome-based evaluation model has a methodological contribution to the body of knowledge. It is recommended to adopt such evaluation models by the INGOs in Lebanon so they can evaluate their interventions, follow up on them, and improve or enhance their achievements towards reaching the SDGs outcomes.

The IPA: New Insights

Applying the IPA management tool has strengthened our evaluation of the human rights INGOs interventions. Adopting the IPA management tool is by itself a methodological contribution, given its lack of application by the scientific research community. While very few studies have tackled the perceptions of INGO employees toward SDGs interventions, our IPA design data collection, and data analysis techniques stress the need of considering employees as primary stakeholders in developing and implementing SDGs interventions. The key finding of the IPA result is the sample of 227 employees perceived the importance and performance of the majority of the INGOs interventions as high.

The IPA matrices presented in chapter 5 have shown that the majority of interventions evaluated fall under the quadrant: “keep up the good work”. However, according to the data-centered approach, which is more appropriate to our case, the majority of the interventions have similar above-average scores due to the high perceived importance associated with them. Thus, if we rely on the scale-centered approach we are neglecting the fact that even if the majority of the interventions fall under the same quadrant, they still have different mean scores. The interventions C, D, H, I, L, P, R, and S according to the data-centered approach fall under the third quadrant

“low priority” as having low importance and impact compared to the remaining interventions (table 13).

Interpreting this means that for the employees, delivering ECE and BLN sessions, implementing the NCG approach module and the QUDWA initiatives, delivering COVID-19 awareness sessions, providing training and coaching for representatives of the rule of law at the national and international levels, developing joint initiatives with state institutions to enhance partnerships, establishing community groups, and conducting technical meetings to enhance multi-stakeholder partnerships have all lower importance and impact compared to others. Employees may prefer other types of interventions to reach the intended SDGs outcomes. Therefore, the human rights INGOs interviewed need to reallocate their resources (financial, technical, time, services, materials, etc) to develop other types of interventions.

Table 13. Quadrant placement for the 19 SDGs interventions

Interventions	Scale-centered approach	Data-centered approach
A	Q1. Keep up the good work	Q1. Keep up the good work
B	Q1. Keep up the good work	Q1. Keep up the good work
C	Q1. Keep up the good work	Q3. Low priority
D	Q2. Concentrate here	Q3. Low priority
E	Q1. Keep up the good work	Q1. Keep up the good work
F	Q1. Keep up the good work	Q1. Keep up the good work
G	Q1. Keep up the good work	Q1. Keep up the good work
H	Q1. Keep up the good work	Q3. Low priority
I	Q3. Low priority	Q3. Low priority
J	Q1. Keep up the good work	Q1. Keep up the good work
K	Q1. Keep up the good work	Q1. Keep up the good work
L	Q1. Keep up the good work	Q3. Low priority
M	Q1. Keep up the good work	Q1. Keep up the good work
N	Q1. Keep up the good work	Q1. Keep up the good work
O	Q1. Keep up the good work	Q1. Keep up the good work
P	Q1. Keep up the good work	Q3. Low priority
Q	Q1. Keep up the good work	Q1. Keep up the good work
R	Q1. Keep up the good work	Q3. Low priority
S	Q1. Keep up the good work	Q3. Low priority

For the other interventions (A, B, E, F, G, J, K, M, N, O, and Q), employees perceived the interventions as having a medium to high impact on the beneficiaries thus, evaluating the performance of the INGOs they work for as good and very good performance. The managerial decision here should be to maintain allocating resources and keep implementing the same interventions.

The iso-diagonal slopping line has also interesting findings; it has categorized all the interventions as having high priority either for improvement and enhancement or for other market opportunities. Human rights INGOs in Lebanon can benefit from the current crises in terms of enhancing their power and influence on governmental services and spending as well as, representing Lebanon more effectively worldwide and bringing additional funds from donors.

Conclusion and Future Studies

Within an era of sustainable development and technological change, human rights INGOs' contributions to the SDGs are a central research and practical subject for study. Applying this project is not limited to Lebanon. It is useful to consider its application in other countries that have similar or even different situations and conditions. Of course, interventions might be different, but adopting our TOC evaluation model with or without modifications and the IPA management tool will still bring many added values to future scientific studies.

This research has limitations. Studying only human rights INGOs in Lebanon is a limitation, addressing only the perceptions of INGOs employees to evaluate the SDGs interventions is another limitation, addressing the perceptions of residents/beneficiaries, for example, can enhance the results and the current findings.

A comparison with other countries similar to Lebanon context could have been made also. To address these limitations, further and future scientific studies are to be conducted.

Additional methods such as group discussions, field observations, etc. can be adopted to explore and analyze human rights INGOs interventions. As mentioned above, the perceptions of residents and other types of stakeholders should also be examined in future studies. Furthermore, addressing other types of stakeholders such as governmental bodies, the private and public sectors, etc. is also a good field of future research.

Appendices

Appendix A.

A brief overview on the 17 SDGs and key alarming figures

The goal	Description	Means/ways of achieving the goal	Key global figures
No poverty	The number of people who are living in poverty is in continuous growth. By achieving this goal poverty should be ended by all its forms by 2030.	Implementing appropriate measures and systems; providing access opportunities to basic resources; implementing national adequate policies and programs; creating protection frameworks, etc.	<p>1.90\$ a day is the earning for 736,000,000 people.</p> <p>Men are less likely to be poor than women.</p> <p>Half of the people under the age of 18 are living in poverty.</p> <p>1/10 person is considered as extremely poor.</p>
Zero hunger	The aim of the UNDP is to end hunger by providing the necessary amount and quality of food for people in need all year round.	Encouraging and maintaining sustainable agriculture through advanced technology and fair trade; international cooperation, etc.	<p>821,000,000 people were undernourished in 2011.</p> <p>1/3 of women between 12-51 of age are anemic.</p> <p>26% of people work within the agriculture sector.</p>
Good health and well-being	Equal access to health conditions and primary healthcare is the right of all people on the earth. This goal is to achieve universal health coverage by 2030.	Improving health care services; integrating healthcare principles into national plans and programs; appropriately improving the implementation of Tobacco control strategies put in place by the World Health Organization (WHO); etc.	<p>400,000,000 people have no access to primary healthcare. Jh4y</p> <p>40% lack social protection.</p> <p>15,000,000 people have not yet received HIV treatment.</p> <p>1/3 women are or were affected by sexual and/or physical violence.</p>

The goal	Description	Means/ways of achieving the goal	Key global figures
Quality education	SDG 4 is about quality education which is one of the most important goals to ensure sustainable development. Some of the objectives under this goal are to ensure that children complete free primary and secondary schooling, end discrimination between gender, and end wealth disparities.	Developing and improving education facilities; providing learning environments that are nonviolent, safe, and effective; increasing the number of scholarships, especially in developing countries; etc.	57,000,000 primary-aged children have no access to high-quality education.
Gender equality	Goal 5 is more about empowering women and girls and increasing their awareness so they take the lead in different aspects of their working and personal life. That is how gender equality can be achieved. However, achieving this goal requires not an only commitment at a national level but also within a local and household/family context.	Provision and improvement of public services, infrastructure, and social protection policies; adopting and using advanced technology (information and communication) to promote the empowerment of women; etc.	750,000,000 girls and women were married before their 18 th birthday. The same work is paid differently between men and women. For ex. for every dollar that men get, women earn only 77 cents.
Clean water and sanitation	Only 60% of people on the earth are benefiting from water resources. The number of people who are affected by the scarcity of water is predicted to increase so that 1 in four people will suffer from water shortages by 2050. Achieve access to adequate and equitable sanitation and hygiene, reducing water pollution are all key elements under this goal.	Providing appropriate infrastructure, sanitation facilities; encouraging hygiene; protecting and restoring water-related ecosystems; improving and strengthening local communities' participation in managing water and sanitation facilities; etc.	844,000,000 people lack basic services and access to safe water resources. 80% of wastewater goes into waterways without adequate treatment. Over the previous 100 years, the world has been negatively affected by the loss of 70% of natural wetlands.
Affordable and clean energy	Goal 7 is about investing in solar, wind, and thermal power, and improving energy productivity.	Improving energy efficiency; enhancing international cooperation; promoting investment in energy infrastructure, etc.	2,800,000,000 people rely on polluting and unhealthy fuels for cooking. 10% of people living in the rural areas of developing countries lack electricity.

The goal	Description	Means/ways of achieving the goal	Key global figures
Decent work and economic growth	The number of unemployed people was 174,000,000 in 2020 and is projected to continuously increase. Thus this goal targets include: achieving higher levels of productivity and technological innovation, encouraging effective partnerships, increasing the number of employed people, and decent work with no discrimination between men and women.	This goal can be achieved by diversifying economic activities and technological innovation; increasing the number of entrepreneurial projects; encouraging the growth of small- and medium-sized enterprises; developing and operationalizing a global strategy for youth employment; etc.	204,000,000 people had no job in 2015 (International Labor Organization [ILO]). The number of men in the labor force is much higher than the number of women. 85,000,000 women are underutilized in the labor force.
Industry, innovation, and infrastructure	This goal has different targets: promoting information and communication technology, investing in scientific research, ensuring effective access to information and knowledge.	Promoting inclusive and sustainable industrialization; improving access to financial services; increasing the number of research; supporting domestic technology development within developing countries in particular, etc.	More than 4,000,000,000 people do not have access to the internet until today (90% live in developing countries). 30% of agricultural products within the developing countries undergo industrial processing compared to 98% in high-income countries.
Reduced inequalities	Given the fact that 10% of the richest people around the world have up to 40% of the global income and 10% of the poorest have 2-7% only, this SDG is about reducing income inequalities and the unequal income distribution.	Implementing sound policies and protection frameworks; eliminating discriminatory laws; promoting appropriate policies, actions, legislation, and plans; improving the representation of developing countries in global decision making; implementing well-managed migration policies; etc.	The unequal ownership of capital has created economic inequality. For instance, the top 1% received 22% of global income in 2016. Women spend twice as men on average on unpaid housework.

The goal	Description	Means/ways of achieving the goal	Key global figures
Sustainable cities and communities	The number of people living in cities is much higher than the number living in rural areas. Thus urban spaces should be managed appropriately.	Enhancing appropriate and well-managed urban planning; increasing green public spaces; investing in public transportation; expanding public transport; improving waste management; etc.	As of 2021, 4,460,000,000 people in the world live in cities/urban areas. Cities occupy only 3% of the Earth's land.
			Developing countries are occupying the largest urban expansion.
			Cities generate 80% of the global GDP.
Responsible consumption and production	This goal is also associated with balanced and well-managed economic growth. Achieving responsible consumption and production requires effective water and waste management as well as, efficient use of natural and cultural resources.	Measuring and managing footprints; recycling waste; adopting sustainable practices; ensuring access to all for communication and information regarding responsible consumption and production; etc.	1,300,000,000 tons of food is wasted every year.
			2,000,000,000 people are still hungry or undernourished.
			3% of the world's water is drinkable.
Climate action	Climate change is becoming more and more severe, all countries around the world, being developed or developing are being affected by the impacts of climate change. In terms of economic impacts, climate change has caused losses of hundreds of billions of dollars.	Integrating climate change measures into national policies; increasing awareness, skills, and capabilities of developing countries to take effective climate actions; implementing the recommendations initiated by the United Nations Framework Convention on climate change (that is to mobilize \$100 billion annually by 2020); etc.	Since 1880 sea levels have risen by about 20 cm and are projected to rise 30-122 cm by 2100.
			18,000,000 jobs can be created by 2030 within the energy sector focusing on sustainable energy.
			By 2050, CO2 emissions must reach net 0.
Life below water	Over 3,000,000,000 people rely on coastal biodiversity and marine resources. Marine pollution caused by human activities is becoming worse.	Effectively applying international law regarding the conservation of ocean-based resources; enhancing scientific cooperation; ending overfishing; prohibiting inappropriate actions and encouraging sustainable practices; etc.	The ocean covers 75% of the Earth's surface (40% is affected by pollution).
			13,000 plastic litter pieces are found on every square kilometer of the ocean.
			The market value of marine and coastal resources constitutes around 5% of global GDP.

The goal	Description	Means/ways of achieving the goal	Key global figures
Life on land	As life below water, life on land is also important. Agricultural resources, biodiversity, species, and natural habitat must all be protected for sustainable and healthy life on land.	Applying international policies, strategies, and protection frameworks for the conservation of land resources, biodiversity, and species; ensuring that forests are being managed sustainably; increasing financial resources; empowering local communities; etc.	Forests cover 30% of the Earth's surface. 13,000,000 hectares of forest are lost every year with 15% of the land being protected. The livelihoods of 1,600,000,000 people depend on forests. 60-80% of the Earth's freshwater comes from mountain regions.
Peace, justice, and strong institutions	SDG 16 is about ending insecurity that can be caused by wars, crises, crimes, and conflicts. Without peace, countries cannot survive in the long term.	Promoting human rights; applying direct and strict rules and laws; ensuring equal access to justice; reducing corruption; ensuring participatory decision-making; providing legal identity for all including birth registration; strengthening international and national cooperation.	Women in 49 countries are not protected against domestic violence. 1,000,000,000 people are legally "invisible". 68,500,000 people were forced to displace from their countries of origin in 2017.
Partnerships for the goals	The SDG 17 is one of the most important among all the goals. Without strong global partnerships and cooperation, the 16 SDGs cannot be achieved. Collaboration and partnership are integrated into all the goals. Cooperation can take different forms and mechanisms. It can be financial, technical, projects development and management, etc. Globalization and the industrial revolution have made the world more interconnected than ever before which facilitates partnership through advanced technology and sharing of information.	To achieve effective partnership at different levels, an investment must be done in five main areas: finance, technology, capacity building, trade, and system issues (policy and institutional coherence, multi-stakeholder partnerships, and data, monitoring, and accountability).	In 2017, the total official development assistance reached US \$147,200,000,000. US \$155,500,000,000 was the spending of the global green bonds.

Reference: United Nations Development Programme [UNDP], 2021b, n.d. .

Appendix B.**SDGs targets****SDGs targets**

1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.

1.2. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

1.4. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

1.5. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

2.1. By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

2.2. By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.

2.3. By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, etc.

2.4. By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, and that progressively improve land and soil quality.

2.5. By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed.

3.1. By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

3.2. By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

3.3. By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.

3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being

3.5. Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.

3.6. By 2020, halve the number of global deaths and injuries from road traffic accidents.

3.7. By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs.

3.8. Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

SDGs targets

-
- 4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
-
- 4.2. By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.
-
- 4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
-
- 4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
-
- 4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
-
- 4.6. By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.
-
- 4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable lifestyles, human rights, gender equality, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
-
- 5.1. End all forms of discrimination against all women and girls everywhere.
-
- 5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
-
- 5.3. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
-
- 5.4. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
-
- 5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
-
- 5.6. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.
-
- 6.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all.
-
- 6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
-
- 6.3. By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
-
- 6.4. By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
-
- 6.5. By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.
-
- 6.6. By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.
-
- 7.1. By 2030, ensure universal access to affordable, reliable and modern energy services.
-
- 7.2. By 2030, increase substantially the share of renewable energy in the global energy mix.
-
- 7.3. By 2030, double the global rate of improvement in energy efficiency.
-

SDGs targets

8.1. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.

8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.4. Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead.

8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training.

8.7. Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.

8.8. Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

9.2. Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

9.5. Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

10.1. By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.

10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices.

10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

10.5. Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.

10.6. Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions.

10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

SDGs targets

11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

11.3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

11.4. Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

11.5. By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

11.7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

12.1. Implement the 10-year framework of programs on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.

12.2. By 2030, achieve the sustainable management and efficient use of natural resources.

12.3. By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

12.4. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

12.8. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

13.1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

13.2. Integrate climate change measures into national policies, strategies and planning.

13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

14.1. By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.

14.2. By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.

14.3. Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels.

14.4. By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield.

14.5. By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information.

14.6. By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation.

14.7. By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.

SDGs targets

15.1. By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements,

15.2. By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

15.3. By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.

15.4. By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development.

15.5. Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

15.6. Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed.

15.7. Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products.

15.8. By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.

15.9. By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.

16.1. Significantly reduce all forms of violence and related death rates everywhere.

16.2. End abuse, exploitation, trafficking and all forms of violence against and torture of children.

16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all.

16.4. By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.

16.5. Substantially reduce corruption and bribery in all their forms.

16.6. Develop effective, accountable and transparent institutions at all levels.

16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels.

16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance.

16.9 By 2030, provide legal identity for all, including birth registration.

16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

SDGs targets

17.1. Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

17.2. Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries.

17.3. Mobilize additional financial resources for developing countries from multiple sources.

17.4. Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.

17.5. Adopt and implement investment promotion regimes for least developed countries.

17.6. Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.

17.7. Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed.

17.8. Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology.

17.9. Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.

17.10. Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.

17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.

17.12. Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access.

17.13. Enhance global macroeconomic stability, including through policy coordination and policy coherence.

17.14. Enhance policy coherence for sustainable development.

17.15. Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development Multi-stakeholder partnerships.

17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships Data, monitoring and accountability.

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics.

17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.

Appendix C.**List of the INGOs working in Lebanon within the humanitarian sector**

Human rights INGO name	Fields of intervention
Cooperazione Internazionale-COOPI	Basic Assistance/MPCA; WASH; livelihoods
Première Urgence- Aide Médicale Internationale-PU-AMI	Livelihoods; shelter, food security, health; protection
Caritas Switzerland	Livelihoods; shelter; education, BA/MPCA
Fondation Merieux:	Livelihoods; shelter; education; health; protection; child protection
War Child	Education; BA/MPCA; child protection; GBV
Project Hope	Livelihoods; health; GBV
Mennonite Central Committee	Livelihoods; education; food security; health; social stability
AVSI	Livelihoods; shelter; education; food security; health; child protection
Search for Common Ground-SFCG	Social stability; GBV; inclusive governance
Help Age	Health; protection
Norwegian Church Aid-NCA:	Livelihoods; shelter; education; WASH; food security; BA/MPCA; GBV
Kvinna till Kvinna	Protection; GBV
Action Against Hunger-ACF	Livelihoods; WASH; food security; nutrition; social stability; BA/MPCA
Handicap International-HI	Education; health; protection; child protection
Jesuit Refugee Service- JRS	Education; health
Right To Play-RTP	Livelihoods; shelter; education; social stability; child protection
Taawon	Shelter; education; health; BA/MPCA; protection
Comitato Internazionale Per Lo Sviluppo Dei Popoli-CISP	Shelter/WASH
Oxfam	Livelihoods; shelter; WASH; food security; social stability; BA/MPCA; protection; GBV
SAMS	Health; BA/MPCA
TDH-Italy	Education; child protection
Diakonia	Education; health; protection; child protection; GBV
Médecins du Monde-MdM	Health
Plan International	Livelihoods; shelter; education; WASH; food security; social stability; child protection; GBV

Human rights INGO name	Fields of intervention
Mercy Corps	Livelihoods; food security
World Vision International-WVI	Livelihoods; shelter; education; WASH; food security; social stability; BA/MPCA; child protection
International Orthodox Christian Charities-IOCC	Shelter; WASH; food security; nutrition; health
Gruppo di Volontariato Civile-GVC	Livelihoods; shelter; WASH; food security; social stability; BA/MPCA; protection
Mines Advisory Group-MAG	Humanitarian Mine Action and Explosive Ordnance Risk Education under Protection
Legal Action Lebanon	Protection
Solidarités International-SI	WASH; BA/MPCA; GIS Mapping
Near East Foundation-NEF	Livelihoods; protection; child protection; GBV
Norwegian People's Aid-NPA	Livelihoods; food security; de-mining
Medical Teams International-MTI	Health
Concern	Livelihoods; shelter; WASH; food security; nutrition; social stability; BA/MPCA; protection; child protection; GBV
Norwegian Refugee Council-NRC	Livelihoods, shelter; education; WASH; social stability; protection; GIS mapping
Arci Culture Solidali-ARCS Culture Solidali	Livelihoods; education; health; social stability; BA/MPCA; protection
Lutheran World Relief	Livelihoods; BA/MPCA
Heks Humanitarian Aid Consultant-HEKS	BA/MPCA
Trocaire	BA/MPCA; protection; GBV
Intersos	Shelter; WASH; food security; BA/MPCA; protection; child protection; GBV
Cesvi	Livelihoods; social stability
Agency for Technical Cooperation and Development- ACTED	Livelihoods; shelter; WASH; food security; social stability; BA/MPCA; protection; GIS mapping
Medair	Shelter; health; BA/MPCA; GIS mapping
Relief International	Livelihoods; education; nutrition; health
People In Need	Livelihoods; shelter; education; WASH
Drocas	Livelihoods; shelter; food security; BA/MPCA; protection; child protection; GBV; legal assistance
Save the Children-SCI	Livelihoods; shelter; education; WASH; food security; nutrition; BA/MPCA; child protection
Terre des Hommes-TdH Lausanne	Protection; child protection; GBV
Welthungerhilfe-WHH	Livelihoods; food security; social stability
Danish Refugee Council-DRC	Livelihoods; BA/MPCA; protection; child protection; GBV
Institut Européen de Coopération et Développement - IECD	Livelihoods; child protection; education

Human rights INGO name	Fields of intervention
Humedica	Health
International Medical Corps-IMC	Health; GBV
Secours Islamique France-SIF	Livelihoods; shelter; education; food security; child protection
Dan Church Aid-DCA	Livelihoods; shelter; education; WASH; social stability; BA/MPCA; protection; mine action
Asmae	Education, protection
CARE	Livelihoods; shelter; WASH; food security; BA/MPCA; protection; child protection; GBV.
Reference: F. Anouti, personal communication, Lebanese Humanitarian INGOs Forum [LHIF], April 27, 2022	

Appendix D.

The full version of the online questionnaire

Dear participant,

I thank you in advance for agreeing to take part in this online survey which is designed as part of my master thesis, aiming at looking into INGOs' interventions to achieve the Sustainable Development Goals-SDGs.

Despite all you have, you still took the time to assist me with this and I am so grateful to you.

The survey takes around 5 minutes to complete. All answers provided are anonymous and will remain confidential and results won't be shared with any third party.

Thanks again!

Perceived importance and impact of your INGO interventions

The below are interventions implemented by the INGO you work for. Based on your own perspective, please rate the importance of these interventions done by your INGO (how important are these interventions to you), as well as your perception on the impact of these interventions (what level of impact these interventions have on the local communities in Lebanon).

Scale adopted for the perceived importance:

0. Unable to rate 1. Not important at all 2. Slightly important 3. Important 4. Very important 5. Extremely important

Scale adopted for the perceived impact:

0. Not observed 1. Very low 2. Low 3. Medium 4. High 5. Very high

Each of the below 19 interventions identified by the three interviewees were rated on each of the above scales by the employees:

- Building the capacities of farmers and fisherman and teaching them new sustainable techniques.
- Providing local entrepreneurs with training to improve their skills and supporting them to find sustainable income generating opportunities.

- Delivering remote (through WhatsApp groups) Early Childhood Education (ECE) sessions for children aged 4-5 years' old.
- Delivering remote (through WhatsApp groups) Basic Literacy and Numeracy (BLN) sessions under level 1, 2, and 3 for children aged 8-14 years' old.
- Delivering Psycho Social Support (PSS) and life skills sessions for children.
- Delivering Focused Psycho Social Support (FPSS) sessions for children and caregivers.
- Encouraging positive parenting with caregivers.
- Implementing the Nurturing Care Group (NCG) approach module.
- Implementing QUDWA initiatives.
- Rehabilitating/upgrading the existing drinkable water distribution networks.
- Mentoring and coaching Small and Medium Enterprises (SMEs), social entrepreneurs, business development service providers etc. to improve their livelihoods.
- Delivering COVID-19 awareness sessions.
- Mainstreaming gender equality.
- Providing Gender-Based Violence (GBV) support.
- Promoting hygiene and sanitation practices.
- Providing training and coaching for representatives of the rule of law at the national and international levels.
- Working with different sectors to ensure more partnership opportunities with different local entities are established.
- Developing joint initiatives with state institutions to enhance partnerships.
- Establishing community groups and conducting technical meetings to enhance multi-stakeholder partnerships.

Socio-demographic characteristics

Your age:

20-30 31-40 41-50 51-60 Above 60

Your gender

Female Male

Your nationality

Lebanese Other

Your department

Short answer

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