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Developing Cooperation among NGOs : Exploratory Research in Lebanon

Le développement de la coopération entre ONGs et ses enjeux : Etude Exploratoire au Liban

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**Developing Cooperation among NGOs:
Exploratory Research in Lebanon**

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Abstract

Purpose: The non-governmental sector is fast growing in the developing context of the Middle East. Despite this growth, NGOs are faced with challenges of sustainability and credibility towards stakeholders, forcing them to work together. Many cooperation attempts among Lebanese organizations fell short of their goals. This research studies the dysfunctions in NGO cooperation, then brings field induced recommendations to tackle them. The research also looks at the relationships between the *interorganizational* dysfunctions of NGO cooperation and the *intra-organizational* functioning. The findings are classified under three major groups: strategic considerations in a fragmented landscape, adaptation of procedures, and developing a common language. Pragmatic recommendations were developed with the actors on the field.

Methodology: Essentially inductive, an intervention research was adopted to accompany fifteen active non-governmental organizations (NGOs) in framing cooperation dysfunctions and developing applicable solutions. Five NGOs chose to continue their engagement in the implementation of devised solutions, and two of them were subject to an in-depth intra-organizational study.

Findings: Major interorganizational dysfunctions were grouped under three families: strategy, procedures, and language axes, then a series of propositions was conceived to advance cooperation among NGOs. The research also demonstrated causality running from intra-organizational dysfunctions towards interorganizational cooperation, and correlation between the two levels. Relations between intra-organizational improvements and interorganizational cooperation were highlighted.

The main contribution of this research is the identification of cooperation dysfunctions among non-governmental organizations in the specific context of the Middle East, and the production of actionable and instantly applicable solutions. It also added contextual knowledge to the cumulative body of intervention research.

Keywords: non-governmental organization, NGOs, socio-economic theory, organizational development, management consulting, interorganizational performance, intra-organizational performance.

Résumé

Objectif : Le secteur des organisations non-gouvernementales (ONGs) connaît une croissance rapide dans le contexte dynamique du moyen-orient. Malgré cette croissance, les ONGs sont confrontées à des défis de durabilité et de crédibilité auprès des parties prenantes, les obligeant à travailler ensemble. De nombreuses tentatives de coopération entre les ONGs libanaises n'ont pas atteint leurs objectifs. Cette recherche analyse les dysfonctionnements de la coopération entre ONGs, puis apporte des recommandations émergeant de la recherche-intervention réalisée dans 15 ONGs, pour y remédier. La thèse examine également les relations entre les dysfonctionnements *interorganisationnels* de la coopération des ONGs et les fonctionnements *intra-organisationnels*. Les résultats sont classés en trois grands groupes: les considérations stratégiques dans un paysage fragmenté, l'adaptation des procédures et le développement d'un langage commun. Des recommandations pragmatiques ont été testées pour certaines d'entre elles.

Méthodologie : Essentiellement inductive, une recherche intervention a été adoptée pour accompagner activement quinze organisations non-gouvernementales dans l'analyse des dysfonctionnements dans la coopération interorganisationnelle et le développement consécutif de solutions applicables. Cinq ONGs ont choisi de poursuivre leur engagement dans cette recherche-intervention, par la mise en œuvre de solutions et deux d'entre elles ont fait l'objet d'une l'étude intra-organisationnelle approfondie.

Résultats : Les dysfonctionnements interorganisationnels majeurs sont regroupés en trois familles : stratégie, procédures et axes linguistiques, puis une série de propositions a été construite, pour faire avancer la coopération entre ONGs. La recherche a également démontré la causalité allant des dysfonctionnements intra-organisationnels vers la coopération interorganisationnelle et la corrélation entre ces deux niveaux. Des liens ont été mis en évidence entre les améliorations intra-organisationnelles et l'amélioration de la coopération entre ONGs.

La principale contribution de la recherche est l'identification des dysfonctionnements de coopération entre les organisations non-gouvernementales dans le contexte spécifique du Moyen-Orient, puis la production de solutions immédiatement

mobilisables. La recherche a également ajouté des connaissances contextuelles à l'ensemble cumulatif des pratiques de recherche-intervention, adaptées ici à un champ inter-organisationnel.

Mots-clés: organisation non-gouvernementale, théorie socio-économique, développement organisationnel, management consulting, coopération interorganisationnelle, performance intra-organisationnelle.

List of abbreviations

| | |
|-----------|----------------------------------------------------------------------------------|
| AIMS: | Association Internationale de Management Stratégique |
| AOM: | Academy Of Management |
| CG: | Competency Grid |
| CH: | Central Hypothesis |
| DH: | Explicative Hypothesis |
| EH: | Explicative Hypothesis |
| ERP: | Enterprise Resource Planning |
| FIDH: | International Federation for Human Rights |
| HCVAVC: | Hourly Contribution to Value Added on Variable Costs |
| HISOFIS: | Humanly Integrated and Stimulating Operational and Functional Information System |
| HORIVERT: | Horizontal and Vertical Approach |
| HR: | Human Resources |
| IESAP: | Internal and External Strategic Action Plan |
| IT: | Information Technology |
| NGO: | Non-Governmental Organization |
| OD: | Organization Development |
| PAP: | Priority Action Plan |
| PH: | Prescriptive Hypothesis |
| PNAC: | Periodically Negotiable Activity Contract |
| SDG: | Sustainable Development Goals |
| TM: | Time Management |
| TOR: | Terms of Reference |
| UNGC: | United Nations Global Compact |
| USAID: | United States Agency for International Development |
| USD: | United States Dollar |
| VAVC: | Value Added on Variable Costs |

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Introductory chapter

0.1 Background and motivation

The last decades revealed an increasing influence of civil society organizations throughout socio-political, environmental, and economic causes (Schwarz & Fritsch, 2014). Concurrently, the sector of non-governmental organizations (NGOs) witnessed a steady growth in the Middle East in general, and particularly in Lebanon: growth in number, geographical dispersion, and impact on society. Civil society organizations are a reflection of the collective action embedded in the social character of human beings. They continuously engage in the search to put collective energies into practice for better ways forward (Edwards, 2014). NGOs are capable of rallying communities around social, environmental, economic, humanitarian, cultural, political, and even identity themes. The structure, culture, and achievements of civil society are closely related to each other and to the development of a social capital (Heinrich, 2008; Putnam, 2000). However, the sustainability of these organizations remains fragile. An environment of rapidly changing priorities stemming from resource scarcity jeopardizes the perennity of civil society organizations (Battistella, 2015). Challenges facing NGOs are multi-dimensional. Managerial, human resources, and political challenges abound. But most of all, NGOs encounter the challenge of credibility, and consequently, legitimacy towards purveyors of funds and the public in general. In the same vein, the fragmentation of civil society represents a supplemental and sizable challenge. Fragmentation is commendable for being a source of diversity, propinquity and access, democratization, and effectiveness; however, it entrains the threat of inefficiency and conflict. At the same time, articulating NGO action is seen as a foundation for a stable community (Cohen & Arato, 1992). Fragmentation may be the result of the salient misalignment of individual interests with common objectives (Barclay & Van Vugt, 2015; Hilbe, Šimsa, Chatterjee, & Nowak, 2018). It may also be ensuing from differences in fundamental values among organizations, asynchronous functioning, or excessive competition for funds, and the rivalry to advance their priorities among stakeholders. For cooperation is not a naturally occurring concept (Girard, 2015; Hatchuel, 2000).

From another perspective, the socio-political agenda is increasingly dominated by the sustainable development narrative (UNGC, 2015; United Nations Department of Social

and Economic Affairs, 2016), particularly the sustainable development goal calling for partnerships (SDG 17) (United Nations Statistics Division, 2018). The ensuing institutional and social pressures (Dahan, Doh, Oetzel, & Yaziji, 2010) are pushing for collaboration among stakeholders. Theory on citizen action in the fields of social sciences and the humanities abound (Hann and Dunn, 1996; Chambers and Kymlicka, 2002, Khilnani, 2002; Seligman, 1992). Notwithstanding a significant body of research on civil society organizations, including in intervention research, civil society cooperation and networked governance are considered nascent fields (Pierre, 2010, Steen-Johansen, Eynaud, & Wijkström, 2011; Pauly, De Rynk, & Verschuere, 2017; Girard, 2015). More precisely, literature on NGO cooperation in the Lebanon and the Middle East in general remain scarce. Despite the lack of ethnographic studies, the notorious Lebanese characteristics of individualism, entrepreneurship and mercantilism cast no doubt on the difficulty of cooperation among NGOs (Gates, 1989; Chamoun, 1998; Messarra, 2013). In fact, fragmentation is generalized throughout the Lebanese society, manifest in the excessive number of civil society organizations, political parties, charities, small business, universities, small municipalities...etc. For a total number of about 4 million Lebanese residents, there are 18 official religious sects recognized in the constitution of the Republic of Lebanon. The numbers also show 1108 municipalities (Central administration of statistics, accessed in Feb 2020), 39 universities (list of higher education institutes, ministry of education and higher education website, accessed Feb 2020), and 110 political parties. An unofficial numbers of 15000 NGOs registered in the ministry of interior, though not all functional, puts the country in the top tier of NGOs per capita.

This research is inscribed in the tradition of “Engaged Scholarship” (de Ven, 2007) and action research (Coghlan & Brydon-Miller, 2014). It aims at studying and developing cooperation among Lebanese NGOs through a qualimetric intervention research (Savall & Zardet, 2011). It proposed to accompany candidate organizations to understand and develop inter-organizational cooperation to respond to environmental challenges and socio-political pressures.

0.2 Field of intervention

The pivotal role of civil society has deep roots in the literature since Alexis de Tocqueville's *Democracy in America* stressed the role of voluntary association to preserve democracy from its excesses, and highlighted the importance of the science of association for the advancement of society (De Tocqueville, 1835, 2003). Lebanon has a democratic parliamentary system of government. Public liberties are among the best respected, practiced, and protected in the region (FIDH, 2005). Civil society has secular traditions dating back to the autonomous region of Mount Lebanon under the long defunct Ottoman Empire. The Ottomans ruled over the territory beginning in the sixteenth century until the end of World War I in 1918. Mount Lebanon enjoyed a special status of relative autonomy, apart from the direct rule of other Ottoman regions. Mount Lebanon later expanded to its present day borders to become the Greater Lebanon under the French mandate in 1920. Within the extended borders, the parliamentary and democratic Republic of Lebanon became independent in 1943.

The sector of non-governmental organizations is still ruled by an Ottoman era law that governs public association including political parties, though excluding professional orders, cooperatives, and youth and sports associations. Published in 1909, this law gives more freedom and flexibility than actual practice, but still assures public space for freedom of association, speech, and pursuit of associative goals (Mukheiber, 2002). Numerical visibility on Lebanese NGOs is marred by the lack of an updated census of active organizations, and the lack of rigor in enforcing official requirements for documentation, whether administrative or financial. Yet, the impact and diversity of non-governmental organizations is all but common knowledge, including the many attempts, otherwise mediatized and mostly unsuccessful, to coalesce or cooperate on thematic campaigns, especially at the approach of elections or with the emergence of national crises.

The field of intervention, identified for the object of this research, is confined to the sector of **non-governmental organizations** representing the diversity of citizen activism, and not limited to specific militancy subjects; it does not include political parties, cooperatives, professional orders, or youth and sports associations. The choice of participating NGOs was oriented by considerations of diversity, accessibility, and commitment. The target population is described in details in chapter two.

0.3 Research problematic

The object of the research abides by the organizational development perspective to transform the relationship between participating NGOs in the complex world (Bonini, 1963; Morin, 2015) of the Lebanese non-governmental organizations. The starting point reflects a mosaic of civil society organizations, with diverse profiles in size, history, geographical locations, activism subjects, and militancy approaches. These organizations sometimes share little more than the will to engage in responsible citizenship and to improve society. They portray the image of civil society in Lebanon: active, fragmented, challenging the status quo, and challenged by the political, economic and public administration conjuncture. Attempts of collaboration between NGOs in Lebanon, have sometimes reached a sensible outcome, though most of the time, collaboration shored on hollow, toothless results, and ultimately disbanding. The most recent attempts of NGO cooperation span several campaigns. The most promising results were civil society cooperation in the municipal elections of the capital city. Although collecting about 33% of the vote, the coalition did not win any seat. Less fortunate cooperation attempts include the 2015-2016 coalition to protest the government inaction in solid waste management. Civil society groups forming the coalition have since disbanded and show signs of enmities publicly. The campaign for women rights shored on two large NGOs battling turf wars. The campaign for transparency of government has become three campaigns. And, the full-implication of civil society in a head-on battle with traditional political parties in the 2018 parliamentary elections lead to the implosion of the civil society front because of dispersed allegiances and transversal agreements. Even sectors where civil society has long been entrenched, like the services delivered for the disabled, fragmentation has resulted in NGOs competing for the same pool of population instead of expanding towards much needed new services.

Against a backdrop of receding funding, an exceedingly drained public budget and fledgling public services, societal demands that face NGOs are expanding. Lebanon hosted 2 million refugees from conflicts in surrounding countries, almost 50% of its populations. This has put enormous pressures on its already faint infrastructure and weak public services. The ongoing refugee crisis, appended with political and security instability, and the recent economic downturn has massively driven activists onto the streets. Various groups, including parties, higher education representatives, or

unstructured citizen groups represent activists. NGOs, however, have a consequential presence and represent a major activist front. The list of the most pressing demands pursued by activists, though non-comprehensive, includes economic reforms; access to education, access to social protection; gender equality and women rights; the preservation of the natural environment; justice, accountability, and freedoms; and access and preservation of public spaces (Lebanon Support, Civil Society Center, 2019). Understanding the ins and outs of civil society cooperation has become more pressing than ever, and their effects on organizational functioning and vice-versa. The turbulent socio-political and economic environments, characteristic of developing countries like the Lebanese case, and Middle Eastern countries in general, added more specificity to the context of the research problematic.

The problematic of the research, therefore, focused on uncovering the impediments that prevented cooperation among civil society organizations from shoring on consequential or lasting outcomes. The problematic encompassed unveiling the relationship between internal functioning of an organization and its effects on cooperation with other structures. Lastly, the problematic also touched on revealing needed transformation to improve the cooperative performance.

The problematic of the research, specifically addressing cooperation among NGOs, espouses the organizational development perspective to transform the relationships among participating organizations. It takes into consideration the structures -physical, technological, organizational, demographic, and mental- and their interactions with the individual and collective behaviors (Savall, Zardet, & Bonnet, 2008; Schein, 2010). Simultaneously, the intervention aimed at institutionalizing a platform of cooperation in networked governance (Peters, 2000; Axelrod & Hamilton, 1981; Bingham, Nabatchi, & O'Leary, 2005; Stoker, 2006). This structure is circumscribed in a dynamic and culture of adaptation and effective communication (Savall & Zardet, 2011; Cummings & Worley, 2014; Senge, 1994; Schein, 2010), the inaugural task of which would be to attend to the elaboration of a joint action.

0.4 Guiding thread

This research brought a number of NGOs, with little history of cooperation together, under the umbrella of an intervention research project with the explicit objectives of understanding the reasons of fragmentation of civil society, and the elaboration of actionable knowledge to enhance performance and cooperation. The promise of this intervention research was in the **learning-by-doing** (Arrow, 1971; Lewin, 1947; Lewin, 1951), and the “**research with**” the actors (Shani, Coghlan, & Cirella, 2012) for the co-creation of theoretical and practical knowledge.

The research was guided by the belief that understanding the emergence of complex social systems in their meaning-making function (Bartunek, 2011; Emery & Trist, 1965; Trist, 1981), has a mandatory passage in understanding transdisciplinarity (Morin, 1995), systems thinking (Cummings & Worley, 2014; Senge, 1994), and the primacy of human potential in organizations (Savall, 1974; Savall, 2010). Anchored in this belief, the orienting idea of the research revolves around changing the “complex aggregate of structures and behaviors” (Savall & Zardet, 2000, p.8), and building the dynamic capabilities of NGOs (Worley, Zardet, Bonnet, & Savall, 2015), through the use and implementation of the socio-economic approach to management (Buono & Savall, 2015). The aim being to improve the cooperation of the organizations and their performance in their inbound and outbound perspectives. Subsequently, ensuring the sustainability of acquired capabilities and improved performance, are tested through the lens of changing organizational relations (Schein, 2010; Trompenaars & Hampden-Turner, 2011), and the internalization of the pivotal ideas of organizational interdependencies (Montuori, 2013) and cooperation (Axelrod, 1997; Axelrod, 2006). The interstructuration (Giddens, 1984) of capabilities, collaboration, and performance assures the perennial organizational learning (Argyris & Schön, 1996) and context-sensitive knowledge (Gibbons, 2000).

0.5 Central Research Hypothesis

This research carries on the sector of civil society in Lebanon, particularly the improvement of cooperation among non-governmental organizations, intended to improve the effectiveness and efficiency of its stakeholders. The central hypothesis of the research is anchored in the socio-economic theory (Savall, 1974; Savall & Zardet, 2008) and stipulates the following proposition:

Dysfunctions are ubiquitous in the relations and communication among Lebanese NGOs. Developing interorganizational cooperation reduces the impact of dysfunctions, and improves the effectiveness and efficiency of partnering organizations.

In intervention research, however, the central hypothesis is deconstructed and broken down into a hierarchy of descriptive, explicative, and prescriptive hypotheses (Savall & Zardet, 2011). The descriptive hypotheses related to the exploratory observations occurring before the transformation process. The explicative hypotheses interpreted the observations and their deep causes, and justified the suggested transformational initiatives. The prescriptive hypotheses described the occurring and future changes to improve cooperation. Therefore, the body of hypotheses developed with the advancement of research, and connected the field observations with the socio-economic theory and field-emergent theoretical concepts.

Applying the socio-economic theory to interorganizational cooperation between NGOs in order to analyze and discover how to reduce dysfunctions is inscribed in a confirmatory approach. The omnipresence of organizational dysfunctions and their subsequent hidden costs (Savall & Zardet, 2000, 2008) relates to a nomothetic perspective. Nevertheless, the exercise started by inductively exploring dysfunctions within 15 local NGOs, and shored on preconized transformational solutions. Therefore, the research tended towards an exploratory and ideographic positioning in the research landscape (Walsh, 2015). In sum, this pragmatic and abductive research followed an iterative sequence of confirmation and exploration, and moved back and forth between management theories and the practical context of applying the socio-economic theory to a selection of Lebanese NGOs looking to improve their cooperation and performance.

0.6 Research outcomes

The suspected results include a body of descriptive, explicative, and prescriptive knowledge (Savall & Zardet, 2011), transcribed in both the idiosyncratic language of practice and the nomothetic language of theoretical knowledge. Comparison of the findings meets the double hurdle of the pragmatic review of the practitioners, and the theoretical review in the corrosive and evolutionary world of theory production. Particularly, the qualitative, quantitative, and financial indicators of the socio-economic theory (Savall & Zardet, 2015) append the prescriptive solutions/theories. The theoretical findings help **better understand the reason of fragmentation** of civil and the wider society in Lebanon and the Middle East. The practical implications include better informing and advising **decision-making at the meso level, and policy making at the macro and transnational levels**. The contextualized outcomes expected to emerge from the research project, enrich the body of generic knowledge and highlights elements of organizational, and probably, national specificities.

0.7 Personal note

Our decade long involvement in citizen militancy and civil society activism, his experience as founder of a grassroots organization and anchor of a live environmental advocacy radio program, drove the motivation and personal engagement behind the exercise. Our firsthand experience of the problems of the fragmentation of the NGO landscape, comforts the firm belief in the importance of partnerships between the academic community and societal actors to bring understanding and solutions to the increasingly complex and wicked problems facing the development of the Lebanese and middle eastern societies.

0.8 Summary and Research outline

In summary, this study brings academic research to the practical world of civil society in the Middle East, particularly the **cooperation among non-governmental organizations in Lebanon**. Using an intervention-research, it attempts to describe and understand the problems of cooperation among NGOs, and then extends towards prescribing applicable solutions.

The research outline continues with the chapter 1 exploring the literature and setting the theoretical framework. It first explains how the literature review was delineated, and then it uses the delineation to address specific literatures. The bodies of literature addressed pertain to non-governmental organizations, the evolution of cooperation, the structuration of cooperation, organizational development, and the socio-economic theory. Chapter 1 ends with a conceptual framework schematizing mobilized theories and their connections in the frame of this research. The following chapter 2 expands the methodological framework. The methodology chapter starts by positioning the research within organization science before expanding the ontological and epistemological underpinnings. Chapter 2 continues by explaining the research design by exposing the operational methodology deployed on the field, the choice of the effective population engaged, and the body of descriptive, explicative, and prescriptive hypotheses that branch out from the central hypothesis. Chapter 3 elaborates on the findings at the initial stage, starting with recounting the course of the intervention as it happened on the field, then it introduces two NGOs that became the subject of an in-depth investigation to understand the relationship between cooperation dysfunctions and intra-organizational dysfunctions. Chapter 3 continues with the diagnostic findings at the interorganizational levels, followed by intra-organizational diagnostic findings. The last paragraph in chapter 3 protrudes the convergences and specificities among the inter and intra-organizational diagnostics. Chapter 4 expounds the improvement witnessed in NGOs and their cooperation, starting with a paragraph on the solutions proposed, followed by a paragraph on the solutions initiated on the field. A paragraph in chapter 4 is dedicated to describe a historical event that affected the course of the intervention and was in direct relations with the results of the research. The uprising of a social movement led by civil society organizations disrupted the socio-political landscape in Lebanon and tested some of the findings of this research. The last paragraphs of chapter 4 protrude the initiated changes brought at the intra-organizational level, and then analyzes the

complementarity between the inter and intra-organizational changes. Chapter 5 discusses the interaction between NGO cooperation and NGO performance, followed by a paragraph in the practical and theoretical impacts of the research. The last paragraph discusses the limitations faced and future research. The last chapter draws a synopsis to conclude the manuscript.

Chapter 1: Literature review

This chapter sets the theoretical framework that guides the research. It starts first by explaining how the literature review was delineated, and then it addresses the bodies of literature that are relevant to the subject of study. The positioning on various literature provides the theoretical framework orienting the research.

1.1 Introduction

Nani Gigantum Humeris Insidentes, defines the cumulative character of knowledge. Whether attributed to twelfth century philosopher Bernard de Chartres or seventeenth century scientist Isaac Newton “*standing on the shoulder of giants*” does not refute the evolutionary epistemology of social sciences. Rather, it reflects the multiplicity of experiences and changing paradigms (Kuhn, 1972), illustrating the ramifications of knowledge into rhizomatic schemas, each holding some elements of knowledge, yet, somehow interconnected (Feyerabend, 1993).

Social sciences evolve in response to synthesizing extant research, asking critical questions, and articulating literature with field data (Hammersley, 1996). Identifying and comparing existing literature signals gaps in theory and the factors to include in the conceptual framework. It also serves to focus the research in the direction of relevant, current and original research elements (Trochim & Donnelly, 2008).

However, problems in the real life of organizations are complex and multi-dimensional (Mingers & Brocklesby, 1997). Focusing on a single aspect is not enough to understand phenomena. Rather, focusing “attention on different aspects of the situation will be necessary to deal effectively with the full richness of the real world” (Mingers & Brocklesby, 1997:491). Therefore, organizational research touches on a wide body of literature. However, analytical and resource limitations require a trade-off between breadth and depth, guided by orienting ideas (Miles & Huberman, 1994; Wolcott, 1982) and theoretical interests (Braun & Clarke, 2006).

Delineation of theoretical frameworks.

Faithful to an **inductive design**, the delineation of the literature review was guided by the field. The study was preceded by informal discussions with leading figures from three thematic attempts to coalesce NGOs: humanitarian, environmental, and public reform. The recurring themes were: (a) the need to **cooperate** to have a higher societal

impact and a better say toward funding streams, and how cooperation attempts unfold, (b) the simultaneous focus on the **governance structure** and human **agency**, and (c) **developing** and professionalizing NGOs. Aligned with these concerns, the literature developed recursively and organically with field data to provide rigor and depth.

Devoid of any pretension to be comprehensive, the mobilized theories encompass a synthesis on non-governmental organizations, the evolution of cooperation, structuration, and organizational development and the socio-economic theory. This chapter closes with the theoretical and conceptual frameworks that draw their “construction from the research problem, the research objectives and questions, and the literature review.” (Oppong, 2013:36).

1.2 Non-governmental organizations

The social nature of “man” has defined the “city” since antiquity. Aristotle’s definition of *a polis* as an “association of associations”, and Cicero’s *societas civilis* resounds through collective action of less ancient times. The ebbing of civil society during the feudal system of middle ages reversed with the advent of the enlightenment and the awareness on individual rights. The French and American revolutions, further invigorated citizen associations as custodians of these rights against state intrusion (Edwards, 2014). The term “civil society” was revived after World War II with the writings of Antonio Gramsci and the likes (Foley & Hodgkinson, 2002). In the last decades, with no “shortage of causes and opportunities to put our collective energies into practice” (Edwards, 2014:x), civil society moved “from membership to management” (Skocpol, 1996, 2003), and towards its NGO form. Civil society became an influential actor across the board of social, political, environmental, and economic causes (Schwarz & Fritsch, 2014). Theory on citizen action has taken a thorough shape in recent literature across several disciplines: politics, public policy, activism, foreign aid, economics, and management (Hann & Dunn, 1996; Chambers & Kymlicka, 2002, Khilnani, 2002; Seligman, 1992). **Three definitions of civil society** emerge; the **associational life** of free and voluntary citizen action as an intrinsic part of society, the society of **common good** imbued with values and positive norms, and civil society as a discursive **public sphere**. The following sections address these notions and highlight the complementarity running across them. Concurrently, the terms civil society, non-

governmental organizations (NGOs), and non-profit organizations (NPOs), although somewhat differing, exhibit substantive overlaps especially in Lebanon, and therefore will be used interchangeably in this manuscript.

Associational life.

Citizen action occupies the “**institutional voids**” defined as the spaces with incomplete markets or institutions (Ahlquist & Prakash, 2010; Markus, 2012). This citizen engagement finds its expression in associational life. Symbiotic with Alexis de Tocqueville’s conception of the self-regulating citizen action, associational life embraces the viewpoint that social mechanisms engender voluntary action, citizen discussions, and peer agreements that develop the “social capital” of the citizenry (Putnam, 2000). The notion of associational life, commonly referred to as “third sector” or “non-profit” contains all associations and networks occupying the space between the family and the state, in which membership and activities are “voluntary” (Edwards, 2014). The shifting balance between direct and representative democracy in favor of the former, and the constant feeling of emergency calling for more citizen initiative (Attali, 2013), are driving the growth and impact of civil society (Teegen, Doh, & Vachani, 2004). However, the legitimate question regarding the role and influence of civil society, invites the interrogation over its values and goals, and therefore, the complementing definition of civil society as common good.

Civil society as common good.

The structure, culture, and achievements of civil society are intimately related to each other (Heinrich, 2008). Rooted in the “Kantian thinking of a *global ethical community*” (Edwards, 2014:45), citizen associations are continually engaged in a search to **bettering society**. The notion of civil society as common good introduces the teleological aspect of working for greater equity and justice, and the ethical quest to “transmit this city not only not less, but greater, better, and more beautiful than it was transmitted to us” (Athenian oath). Although it defines the *raison d’être* of civil society as seeking the common good, this notion does not define, nor does it circumscribe its frames, and less so the guiding values that might collude or collide, partially or completely, in a diverse, porous, volatile, uncertain, complex, and ambiguous world (Naisbitt, 2015; Bennett & Lemoine, 2014; Lawrence, 2013). Civil society

organizations may not share a common vision of ends and means for the good society. But they can at least, as custodians of the individual rights and advocates of the common good, commit to an inclusive process that allows participation (Edwards, 2014), thus introducing the third and complementary definition of civil society as the public sphere.

Civil Society as the Public Sphere.

Civil society organizations emerge from different worldviews, specific subcultures, formative experiences, and occupational communities. They have various understandings about the common good, and represent differently the challenges, priorities, and which means, resources, and alliances to mobilize (Gladwell, 2008; Van Maanen & Barley, 1982). However, since “no one group holds a monopoly over wisdom (or even knowledge or information),” the public sphere “helps different groups to find a balance between personal autonomy and the demands of the social whole” (Edwards, 2014:73). Tethered in Habermas’s concepts of “communicative action” and “**discursive democracy**”, civil society in the public sphere becomes the space for argumentation, deliberation, free association, and institutional collaboration, where societal differences and social problems, among other things, are “developed and debated.” (MacCann & Flemming, 2002:303). Civil society as public sphere is “steered by its members through shared meanings” (Chamber, 2002:94) that are constructed “democratically through the communications structures of dialogue and discussion” (Rosen, 2001:75). Active deliberation in the public sphere, reconciles different postures, and promotes **common action**, while preserving individual autonomy (Edwards, 2014, Gladwell, 2008; Van Maanen & Barley, 1982).

Importance of cooperation for NGOs.

Civil society associations, particularly the more administratively organized NGOs, are increasingly expected to solve a plethora of societal, environmental, and economic problems, deliver public services, and at the same time, safeguard moral values and national identities. **Burdened with tasks beyond their capacity**, NGOs are encountering the blame of failure (Reilly, 1995). In the Lebanese case, civil society is favored by a secular tradition of civic militancy, a national culture of benevolence, an entrenched environment of free speech, a burgeoning regional civic sector looking for guidance from Lebanese peers, and international aid (Abi Yaghi, Yammine, &

Jagarnathsingh, 2018). Yet civil society organizations are confronted with expanding societal needs, augmented by successive regional crises weltering the country (Gulf wars, Syrian Crisis, Arab revolutions, Palestinian conflict... pouring two million refugees on a four million population), and unattended to by neither public services nor markets. In this environment of rapidly changing urgencies, resource scarcity (Battistella, 2015), and ever shifting donor priorities (AbouAssi & Tschirhart, 2018), organizational survival concerns are common currency. However, “like a complex and fragile ecosystem, civil society gains strength when grassroots groups, non-profit intermediaries, and membership associations are linked together in ways that promote collective goals, cross-society coalitions, mutual accountability, and shared action learning” (Edwards, 2014:29). Therefore, **articulating civil society** action, through cooperation, is perceived as a foundation for a stable community (Cohen & Arato, 1992).

In sum, civil society as free associational life, particularly NGOs, form to express citizen concerns and to fend off the consequences of institutional voids. Ingraining citizen expression with positive values, and the pursuit of the [fluid and constantly evolving notion of] common good, requires a public sphere of discursive democracy, mired in competition for resources. The public sphere invites active deliberation, and tolerates dissenting opinions, to set concerted goals and means. The consequences of dissension and competition for resources are tamed by survival concerns in the face of augmenting needs, resource scarcity, and shifting priorities, warranting an evolution of cooperation among NGOs.

1.3 The Evolution of Cooperation

Theory supports the claim that communities are able to cooperate and thrive in the face of adversity without top-down regulations (Ostrom, 1990). However, communities face the wicked problem known as “the tragedy of the commons” (Lloyd, 1833; Hardin, 1968) that has been widely analyzed in behavioral disciplines. It portrays the result of **individual behavior in the face of shared resources**, and the pursuit of narrow interests while disregarding group interest. Expressed also in terms of game theory (von Neumann, 1944), particularly in its prisoner's dilemma form (Flood, Dresher, Tucker, &

Device, 1950), where group cooperation returns a higher pay-off than group defection that has the lowest return. The highest payoff comes from individual defection, but only if the others maintain cooperation. In other terms, cleavage is less rewarding than cooperation, except when an individual dissent among cooperating partners. Individual dissent while others cooperate has the highest reward; and group dissent has the lowest reward, while group cooperation is more rewarding. Though human society is based on cooperation, whereas individual constituencies **forgo some of their potential in favor of the common good** (Nowak, 2006), competition is more frequently discussed than cooperation in systems of co-creation of value (Vargo & Lusch, 2016).

Both cooperation and competition are critical aspects of complex [social] systems. Agents use random strategies in cooperative endeavors, ranging from all-defect to unconditional cooperation, and throughout adaptive strategies. They use these strategies during their evolution in order to maximize their own relative fitness (Gianetto & Heydari, 2015).

Competition and Cooperation.

The seminal paper by Axelrod & Hamilton (1981) based on computer modeling, shows that cooperation can be bred even in asocial environments. The model was developed based on the prisoner's dilemma, where cooperation is prone to exploitation by defectors, and the average payoff in populations is lower than it would be in populations consisting of only cooperators (Doebeli & Hauert, 2005). Cooperation is also shown to be resilient when fully established, and that it can succeed in the presence of a wide range of other strategies, though its success is related to specific conditions of reciprocity. Ultimately, **cooperation is resilient** when it maintains a Nash equilibrium, where individuals cannot improve their pay-off unilaterally. This requires some form of **reciprocity** or retaliation, though without excesses (Axelrod & Hamilton, 1981). In this vein, cooperation is theorized under many forms; **bonding** relates to connections within the group, to defend the interests of the group; **bridging** relates to connections across the group, for a wider common interest, and **linking** represents connections between associations and institutions that could offer resources, opportunities, and influence (Woolcock, 1988; Edwards, 2000a, 2014).

Analyzed from another angle, cooperation **disproves to be a naturally occurring concept** (Girard, 2015; Hatchuel, 2000), rather a continuous oscillation between cooperation and competition (Nalebuff, Brandenburger, & Maulana, 1996a), driven

concurrently by narrow interests and social norms (Axelrod, 1987), and by a combination of instrumental, relational, and moral motivations (Aguilera, Rupp, Williams, & Ganapathi, 2007). Moreover, the worldview of organizations is not homogeneous due to the fact that agents do not share the same assumptions about their identity and ultimate mission and functions” (Schein, 2010, p.78). Individual worldviews mirror the mission, competencies, and basic function of organizations in society (Collins & Porras, 2005; Donaldson & Lorsch, 1983; Heskett & Kotter, 1992). The heterogeneity of individual worldviews, and consequently the misalignment of individual interests with common objectives create **salient social dilemmas** (Barclay & van Vugt, 2015; Hardin, 1968; Hilbe, Šimsa, Chatterjee, & Nowak, 2018; Lloyd, 1833; Sabatier, 1992; Trivers, 1971). From this perspective, instituting cooperation is not only thought of in terms of a process or set of processes defined by regulation, custom, or practice (Stephen, 2011), but also in terms of relationships and informal routines (North, 1991), that incorporate a “normative system of informal and internalized rules” (Levi, 1990:409).

Dissent and retaliation.

In this research, the individual entity is the NGO, and the group is civil society organizations in Lebanon in general. The questions that this theoretical investigation wishes to answer relate to whether instating cooperation among NGOs mitigates the effects of the “tragedy of the commons”, whether it is stable, and whether the Lebanese context or organizational idiosyncrasies have an effect.

Experiments show that cooperation is **less likely to emerge in a large group** than in a small group (Yao & Darwen, 1994). Maintaining cooperation, though, requires making strategic choices of reciprocity ranging between reward and retaliation, and with various degrees of intensity (Axelrod & Hamilton, 1981). In the same vein, the evolution dynamics needed to maintain cooperation in a finite population, in the context of direct reciprocity, favor generous tit-for-tat over strategies that use costly punishment. Decidedly, costly punishment does not promote cooperation (Rand, Ohtsuki, & Nowak, 2009). On the other hand, to be uncritically trusting when power is unequally distributed and information imperfect is a dangerous strategy for advancement. Hence the notion of’ cautious **reciprocators**”, predisposed to cooperate but unafraid to retaliate when others take advantage of them (Edwards, 2014:50). However, direct retaliation in small groups is not an obvious strategy because of relational proximity. In group endeavors,

indirect reciprocity provides an important mechanism to promote cooperation based on responding in kind (Roberts, 2015). Indirect reciprocity is contingent on individuals' previous behavior toward others, their reputation, and the availability of information, for "communication, mobility, and reputation ... are universal features of human sociality" (Panchanathan & Boyd, 2003:115). However, the availability of information, reputational scores, and standing strategies, produce less stable results than cooperation based on partner choice. In fact, it is partner choice that produces the correlation between giving and receiving required for cooperation, and therefore facilitating much higher and more stable levels of cooperation (Roberts, 2015).

Relational proximity.

From another perspective, organizations are embedded in complex relational networks that shape their prospects and limitations (AbouAssi & Jo, 2017; Guo & Acar, 2005; Zhan & Tang, 2016). For Lebanese NGOs, cooperation is frequently evoked on the basis of congruence between individual interests and group objectives (Dagnino, Le Roy, & Yami, 2007), and as a means to prevent the collapse of publicly available resources caused by their misalignment (Hilbe et al., 2018). Beyond its teleological perspective, and given the human aspect of organizations (Girard, 2015), cooperation is a construct that has a functional and **social reality trumping mechanistic models**. Organizational stakeholders, whether internal or external, primary or secondary (Clarkson, 1995), private or public (Tilling, 2004), normative or derivative (Philipps, 2003), powerful, legitimate, emergent, or outright dangerous (Mitchell et al., 1997), exert differently motivated pressures at multiple levels (Aguilera et al., 2007). Consequently, different motivations and interests cause recurrent difficulties of cooperation between constituencies (Girard, 2015; Talbot, 2009). Those are further augmented by their coopetition (Nalebuff, Brandenburger, & Maulana, 1996b), which accounts for **competing for vital resources through visibility** and the subsequent eligibility for funding, while cooperating on specific projects. From this perspective, the theory of cooperation (Axelrod, 2006) adds credence to enjoining organizations to cooperate, by determining the endogenous rules for cooperation, not without competition, but rather in their natural state (Kasbaoui & Nechad, 2012). In practice, the approach is more dialectical (De Rond & Bouchikhi, 2004) than binary, ranging between cooperation and individualism, sharing and confrontation, confidence and opportunism, and the formal and informal (Forgues, Frechet, & Josserand, 2006). Being able to innovate, design and

build models that are functional in this context (França, Broman, Robert, Basile, & Trygg, 2017), requires circumscribing parties to a variable and adjustable degree of cooperation ranging between **conflict and cooperation** (Savall, Zardet, & Noguera, 2006). The real question is in how to reach and continually adjust the **balance between these two extremes** (Das & Teng, 2000; Park & Ungson, 2001). The answer lies between a minimal and a maximal approach. The minimal approach consists in finding at least one common point among parties, and working around it to enlarge the field of agreement, as posited by the peace building postulate (Perroux, 1969; 1958). On the other extreme, the -utopian- maximum approach, suggests natural cooperation between constituencies and perfect symbiosis, thus reducing the ‘cognitive distance’ between parties to nil (Pierre, 2010; Zardet & Pierre, 2008).

This constitutes a difficult problem for the “civil society revivalists” (like Putnam, 2000, Etzioni, 1996; and others) as they have been called. The revivalist school of thought insists that voluntary social interaction produces high and generalized levels of trust and cooperation (Edwards, 2014:48). Their hypothesis is that networks are “**micro-climates**” in which skills are learned, values and loyalties consolidated, and caring and cooperation become the way to behave. Their claim is that because of the level and frequency of face to face interaction, and the familiarity and peer pressure, social norms are reinforced, and group members can see that the welfare of the whole depends on the individual actions of its members (Edwards, 2014). From the network perspective (Polidoro, Ahuja, & Mitchell, 2011), a history of repeated interactions, conflated with shared conditions and constraints, protrude clusters of actors (AbouAssi & Tschirhart, 2018; Burt, 1976) that sustain formal arrangements and informal norms affecting organizational decision making (AbouAssi & Tschirhart, 2018). This requires enhancing the **relational proximity** between constituencies (Talbot, 2009) that develops when parties know each other and work together well. Relational proximity is strongly conditioned by the frequency of interaction, the importance of which has been demonstrated by the evolution of cooperation theory, however, and most importantly, assuming the omnipotence of dissent.

The evolution of cooperation stipulates that parties, even small in number, when communicating frequently will have better prospects in imposing their common will in a competitive landscape (Axelrod & Hamilton, 1981; Axelrod, 1987; Axelrod, 2006). The risk of internal dissent, which translates into conflict, is mitigated by cooperation

based on reciprocity (Axelrod & Dion, 1988) and reduced intensity retaliation (Axelrod, 1997), laying the ground for rational decision making in the face of irrational situations (Freedman, 2015). Cooperation is germane for non-governmental organizations in Lebanon, because it expands the availability of resources, and allows the possibility of higher payoffs (Hilbe et al., 2018), and because it is needed to construct new levels of organizational development (Nowak, 2006). Cooperation, appended with repeated interactions ruled by reciprocity with discounted retaliation, offers the potential to tame social dilemmas (García & van Veelen, 2016; Grujić, Cuesta, & Sanchez, 2012; Killingback & Doebeli, 2002; Nowak, Martin & Sigmund, 1993), and to thrive even in asocial and conflictive environments, while interacting with a wide range of individual strategies (Axelrod & Hamilton, 1981).

Contractual cooperation.

From another perspective, many studies have shown that key to the evolution of cooperation is to maintain a balance among constituencies, and to reflect this balance in the network's mission (Collins & Porras, 2005; Donaldson & Lorsch, 1983; Heskett & Kotter, 1992), long term goals and objectives, the adoption of courses of action, allocation of resources, and means of strategy control (Chandler, 1990; Rumelt, 2011). This engagement construes the relational performance, in terms of '**content**' -the purpose of cooperation- and '**context**' -how constituencies fit together- (Streeter & Gillespie, 1993) and, subsequently, supports the success of cooperation (Stoker, 2006). Therefore, NGO cooperation is contingent on the active inclusion of constituencies in a democratic posture to find a **common space** (Girard, 2015), and built on the **formal or informal contractualization of this space** (Savall, H. & Zardet, 1995; Savall & Zardet, 2011). The evolution of cooperation towards a strategic and sustainable base (Montmorillon, 1989; Zardet & Pierre, 2008) is hence based on dialogue and exchange (Stoker, 2006), encouraging opposition (Hirschman & Besseyrias, 1995), divergence, and disagreement (Schelling, 2006). Cooperation is also oriented towards a developmental paradigm (Jamali & Karam, 2018; Kang, 2013) that motivates actors' individual involvement as much as organizational partnerships (Emerson et al., 2012; Stoker, 2006). The challenge remains to effectively institute cooperation as the social norm to conform to, above and beyond "paying to it lip service in public" (Axelrod & Hamilton, 1981, p.21). The shortest way to institutionalize cooperation is by legitimizing it through collective acceptance, the biggest hurdle to which is in the non-

inclusivity of constituencies in the governance structure. Institutionalization is the process by which cooperation endeavors “acquire value and stability.” (Huntington, 1968, 1996, 2006, p.12), forming and morphing following three pillars: (a) regulative, (b) normative, and (c) cognitive (Dacin, Goodstein, & Scott, 2002; Khalil, 1995; Peters, 2000; Scott & Christensen, 1995; Scott, 2005; Scott, 2008a). The regulative pillar refers to rules and sanctions, the normative refers to the social dimension, and the cognitive introduces the personal dimension of socially constructed rules (Peters, 2000). Therefore, developing the inter-organizational cooperation requires attending to the structural aspects - procedural, regulative, and societal structure- (Vargo & Lusch, 2016; Goodin, 1995; Keman, 1997; Weimer, 1995), as much as on the agency aspects - relational, and cognitive- (Brunsson & Olsen, 1993; Jackson & Rathert, 2016).

1.4 The structuration of cooperation

The central purpose of social analysis is to understand people’s activity (Whittington, 2010; Bartunek, 2011), and to articulate theories that could be used in complex organizational settings (Markides, 2011; Thorngate, 1976; Argyris & Schön, 1974). The world of human interaction is complex and ambiguous (Simon, 1996), and subject to volatility and uncertainty (Lawrence, 2013; Bennett & Lemoine, 2014). As models grow closer to reality and become more complete, they become less understandable and difficult to interpret in the real world (Bonini, 1963; Morin, 1995). Furthermore, cooperation among organizations adds dimensions to complexity as it brings additional themes that interact within and across organizations anchored in diverse social settings (Girard, 2015).

Duality of structures and behaviors.

One of complexity’s fundamental dimensions is the interplay between structures and behaviors. In addition, although there has been great interest in how structure affects cooperative behaviors and how they evolve (Gianetto & Heydari, 2015), views collide. One view claims that focusing on structure runs the risk of hyperstability, while an opposing view focusing on change agents encounters the risk of unpredictability (Peters, 2000). In the same stretch, methods based on rational choice approaches were superseded by those that brought the relational dimension to the forefront (DiMaggio &

Powell, 1991; March & Olsen, 1983). In fact, structures should not only be used to explain inertia and stability. They can also be used to conceptualize the **dynamic interplay between actors and structures** (Geels, 2004). They are involved with individuals “in an ongoing process of interaction that produces change and even replacement” of existing structures (Peters, 1999:50; Scott, 2008), which brings into play the social and personal values (Emery & Trist, 1965; Selznick, 1957; Selznick, 2011). From another standpoint, the paradoxical view that structures are the result of individual actions, yet assuming that individuals are powerless against structure (Grafstein, 1992) is refuted by the socio-economic theory. The latter posits that organizational functioning is the result of the interaction between -individual and collective- behaviors and -tangible and intangible- structures (El Haddad, Bonnet, & Tabchoury, 2017; Savall, Zardet, & Bonnet, 2008). **Structures are defined as sets of elements that exhibit properties of relative stability** (Savall & Zardet, 2008; Savall & Zardet, 2011), though they are influenced by contingencies in the organization’s environment (Omoteso, Patel, & Scott, 2007). Concurrently, the concept of human agency affirms that people’s activity matters, and that the notion of social structure allows for both constraints and enablement. The processual concept of structuration brings together structure and agency to give them flow and continuity, but also the possibility of structural change (Giddens, 1983; Whittington, 2010). From a structural perspective, the properties of a system are both the medium and the outcome of the practices they recursively organize (Giddens, 1984:25). In other words, the **structural properties are essential to action, at the same time as being produced are reproduced by this action** (Whittington, 2010). Structuration theory mandates a full spectrum of research, from the wide-angled analysis of institutions, to the microscopic study of praxis, as well as providing an opportunity to understand cooperative structures (Whittington, 2010). From this perspective, structuration theory advances that **everybody has some sort of social power** (Giddens, 1984), therefore recognizing distributed power, and expressing a fundamental respect for human potential, expressed by agency (Whittington, 2010). The concept of agency is more than a matter of will and skills (Whittington, 2010). Agency is enhanced by control over resources; it is exercised through the rejection, or the following of rules and principles of system ordering. Structuration happens as agents draw on the various rules and resources of their systems. As they do, they either reproduce or amend the structural principles that organized their activities in the first place (Whittington, 2010). There are three characteristic forms of

interaction in which this agency is performed: communication, the exercise of power, and sanction (Giddens, 1984). To that extent, the conceptualization of agency in structuration theory, joins the key concepts for the evolution of cooperation that are active communication and retaliation.

The concept of structuration embodies the mutual dependence of structure and agency (Whittington, 2010). The key notion of “duality of structure” replaces dualism, in the sense of opposition, between structure and agency by asserting their mutual dependence (Shotter, 1983). From the standpoint of agency, it is important to emphasize the hermeneutic character of descriptions of human conduct. Human actors must be treated as “knowledgeable”, in respect to their discursive and practical consciousness (Giddens, 1983). People bring in their discursive and practical consciousness by means of trust and power to coordinate trans-organizational relationships. Both mechanisms are generated at the interpersonal level, and are conducive to developing trust between organizations (Bachmann, 2001). Moreover, improving interpersonal relations leads to actions that create more formal mechanisms, which would support future cooperation (Boddy, Macbeth, & Wagner, 2000). The evolution of cooperation could therefore be understood **through the lens of structuration**, and its **three principles** as enumerated by Giddens (1983:77). The first principle comes in reaction to the positivistic and objectivist view, and emphasizes the **hermeneutic character of descriptions of human conduct**. The second principle asserts treating **actors as “knowledgeable”**, in respect to their discursive and practical consciousness. The third principle states that **social practices** are the conjunction of both intended and unintended outcomes of conduct, coordinated as a social system.

Many managers attempt to develop collaborative alliances with other organizations to mitigate environmental and social changes, for better impact, or for survival concerns. Such strategies are difficult to implement. They are as likely to fail as to succeed. In fact, implementing and managing an alliance is harder than deciding to collaborate (Boddy, Macbeth, & Wagner, 2000), decidedly because of the non-positivistic human conduct, the “knowledgeable” character of actors, and the social practices. Therefore, the success of cooperation among NGOs has a **mandatory passage through an organizational development** process that puts the human potential at the center of the organization, and consequently, the organizational collaboration, thus giving credence

to both agency and structure. Such a development would protrude an intra and interorganizational dynamic of structure and behavior conducive of organizational cooperation.

1.5 Organizational development

Organization science literature is replete with expressions that relate to the interminable and intemperate change facing societies and social actors. Among social actors, organizations are institutions that “are created to meet the demands of specific circumstances. However, the original environment in which institutions are created is subject to change.” (Fukuyama, 2014:463). Whether incremental or disruptive, the pace of change is subjugating organizations to unforeseen challenges, hence “the need for a flexible organization capable of initiating and responding to change” (Worley et al., 2015). Nonetheless, social actors are hesitant, defensive, or at best, slow to change. One of the reasons is because the “methods and practices of transforming organizations are ancient” (Worley et al., 2015:7), and because practitioners are skeptical about academic knowledge, perceiving it as irrelevant to the real world. The currency is returned by scholars’ perception that practical knowledge lacks scientific rigor (Kuchinke, 2004; Van de Ven, 2000; Argyris, 2000; Markides, 2011; Shani & Coghlan, 2014). As practitioners need to become more reflective, and the academic world needs to become more practitioner (Schôn, 1983), it is necessary to adopt action research in the real world (Beaulieu & Kalika, 2015) to respond to the **double challenge of scientific rigor and practical relevance** (Pettigrew, 2001). In the same vein, the relevance of management research has markedly improved, yet the gap with practice persists (Markides, 2011), driven by the systemic context of organizations, the complex situations to which they tend to evolve (D’Aveni et al., 1990), and the irrelevance of the mechanistic management models (Emery & Trist, 1965).

In response, many types of management action research were designed, claiming lineage to Kurt Lewin’s social action research, and sharing the understanding that “research producing nothing but books will not suffice” (Lewin, 1946:123). The common thread of all these types is the belief that the “critical judgment of any scientific discipline whether applied or theoretical, lies in its contribution to the well-being of society”

(Trochim & Donnelly, 2008). They all integrate theory and action, and seek the participation of actors in organizational change and problem solving (Coghlan & Brydon-Miller, 2014). As it became increasingly relevant to organizations, action research spun off into Organization Development (OD), defined as “the process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions” (Andersen, 2015:3). Organizational development as a distinct sub-field of management science, emerged in 1969 with six books published by Addison-Wesley. The authors of which had prior experience as OD consultants, and all mentioned the novelty of the field (e.g. Bennis, 1969) (Hillon, Hillon, & El Haddad, 2018, June 2018 Conference). However, claiming lineage to action research, especially Kurt Lewin’s Gestaltian version came belatedly to the game (Hillon et al., 2018). OD later branched into several schools such as action learning, action inquiry, appreciative inquiry, participatory action research, intervention research, and others (Reason & Bradbury, 2001; Boje, 2003; Coghlan & Brydon-Miller, 2014).

Transforming complex organizations.

In the postmodern view, organizations are viewed as a **complex system** of human relations (Boje, Gephart, & Thatchenkery, 1995; El Haddad et al., 2018; Laing, 1969). Consequently, organizational development progressed from a classical ‘diagnostic’ OD into ‘dialogic’ OD in the post-modern world (Bushe & Mashrake, 2009), where organizations are understood “as meaning-making systems, containing multiple realities which are socially construed (Shani & Coghlan, 2014). Therefore, OD espouses the notion of social practice, and integrates “more clearly its political and methodological intentions” (Kemmis & McTaggart, 2000:559). It embeds the active engagement of the “researcher in an explicit program to develop pragmatic new solutions (Cappelletti & Baker, 2009) that alter existing practice and then test the feasibility and properties of the innovation” (Kaplan, 1998:89).

As such, organizational development branches from management as **science of decision-making and action**, and delves into the science of design in its teleological aspect (Perez, 2011; Argyris, Putnam, & Smith, 1985; Perez-Aleman, 2011; Simon, 1996; Van de Ven & Sun, 2011). From this perspective, OD seeks emerging ideas and innovation (Savall & Zardet, 1995) to change “the status quo of organizational design

and practice” (Kaplan, 1998:90); organizational change as defined by the “**difference in form, quality, or state over time** in an organizational entity” (Van de Ven & Poole, 1995:512). In the organizational development bid, moreover, the research aim should be specific, explicit, central and construed; it should address a **concrete problem** that the research pledges to resolve (Savall & Zardet, 2004). In fact, containing and spearheading environmental challenges that NGOs face, requires an urgent transformation in the organizational functioning (Kotter, 1996) towards cooperation. Succinctly, the teleological focus of this research is to change the cooperative relation between Lebanese non-governmental organizations, and to investigate the relationship between intra-organizational functioning and inter-organizational cooperation. More specifically, the objective of the OD undertaking is to create a symbiotic and purposeful cooperation among distinct organizations, while preserving the distinctiveness, purpose, and personality of the constituents.

Nonetheless, transforming organizations starts by seeking to understand their complexity, the human interaction with structures, and their subsequent and ubiquitous dysfunctions (Buono & Savall, 2015; Savall, 2010). Ergo, bringing forward a prescriptive management practice requires the unfreezing of judgments and personal prejudice, and the taming of defensive routines. This in turn requires a democratic **empowerment** paradigm (Drucker, 1988; Khan, Bawani, & Aziz, 2013; Peters, Waterman, & Jones, 1982; Pfeffer, 1994; Wilkinson, 1998), effective communication, and a concerted transformational view (Savall & Zardet, 2008).

Decidedly, the cooperative transformation outstrips the short-term view (Attali et al., 2013), pointing towards the perrenity of resources, and the preservation of characteristic organizational idiosyncrasies. The preservation of the latter still requires their unummification in response to the natural evolution resulting from the dynamic of structural and behavioral interactions. The optimization of resources though, principally endogenous resources, and the preservation of character, runs in a long-term and sustainable perspective (Cummings & Worley, 2009; Worley et al., 2015; Visser et al., 2015), that takes into consideration the social purpose of the cooperation. Therefore, organizational development assures the progressive transition from an existing form to a better performing one, in a prudent and confident manner, to assure lasting results in changing environments (Savall and Zardet, 2010). OD also addresses the ambiguity of

subject-object interactivity in social sciences (Savall and Zardet, 2004), stemming from the association of non-material elements with the structures, systems, tools and techniques employed in organizations (Cummings & Worley, 2009).

Most importantly, organizational development is embedded in the concept of scholar-practitioner and engaged scholarship (Van de Ven, 2000), and upholds the **centrality of the human experience**. One of its distinctive features is to re-center the management science around the Aristotelian perspective of phronesis founded on the praxis (Beaulieu & Kalika, 2015); thus bringing to light the difference between change management methods -adapting to new environments- and organizational development, that is, the difference between the mechanistic vision of organizations and the socio-cultural approach (Gharajedaghi, 1999). The latter taps into the human potential of intelligence, adaptation, and creativity to redraw new praxis lines, and subsequently, a common and practical wisdom.

From organizational contingencies, OD envisions extracting management innovation concepts, which capture the complexity of human interaction, and the chaotic environmental evolution (Gharajedaghi, 1999; Savall & Zardet, 2010).

Succinctly, the teleological focus of this research is to change the cooperative relation between Lebanese non-governmental organizations, and to investigate the relationship between intra-organizational functioning and inter-organizational cooperation. More specifically, the objective of the OD undertaking is to **create a symbiotic and purposeful cooperation among distinct organizations, while preserving the distinctiveness, purpose, and personality of the constituents**. In this vein, the literature on the relationship between internal and external cooperation, although germane to the cooperative enterprise, remains scarce (Hillerband & Biemans, 2014). Several scenarios of cooperation could be imagined, depending on the intensity of cooperation -and competition- among constituents, and the predefined rules of interaction (Dahl, 2014). In any case, internal and external cooperation serve as facilitators to each other, but also to organizational learning (Dahl, 2014; Hillerband & Biemans, 2014).

Double loop learning.

From the learning perspective, and despite the generic attributes of organizations, idiosyncrasies and contingencies require them to seek innovation, not imitation (Bonnet, 2003). In fact, copying the outward form of other institutions, called '**isomorphic mimicry**', yields mitigated results at best, when it is not outright counterproductive (Pritchett, Woolcock, & Andrews, 2013). The same holds true for inter-organizational cooperation. The failure to capture the **contingent** and moving reality (Beaulieu & Kalika, 2015), induces **iatrogenic** failures stemming from ready-made solutions (Buono & Poulfelt, 2009).

However, innovation can only be achieved by means of **changing guidance** methods to respond to the constant change in landmarks and values (Greiner, 1997), which brings in the concept of double-loop learning. That organizations need to integrate learning processes to respond to environmental changes and survive has been thoroughly demonstrated (Senge, 1994; Bolman & Deal, 2013). Yet single-loop learning consolidates the governing variables, and thrives to change strategy without changing goals, values or applied rules. It is only by reaching further to double-loop learning, through the detection and correction of errors in **governing variables**, is it possible to produce new [cooperative] strategies, and by extension, wielding organizational and interorganizational actions, and monitoring their results (Argyris & Schön, 1978). Therefore, an explicit objective of the research is to initiate a double-loop learning that subjugates the governing variables and values to constant scrutiny and reconsideration (Argyris & Schön, 1978). The focus is on challenging and changing the systemic constructions, and the fundamental concepts and values of organizations. This requires effective goal setting as a milestone in the development process (Coghlan & Brydon-Miller, 2014).

A supplemental and sizable difficulty stems from the fact that the envisioned development targets multiple organizations with conceivably differing governing variables and goals they perceive benefiting from the cooperative enterprise. This demands inquiring critically into the **stakeholders' rationale** to choose and advocate set goals (Coghlan & Brydon-Miller, 2014). From the same perspective, the advancement of organizational cooperation requires the articulation of the various rationales, the integration of collective intelligence, and the emergence of multiple poles

of innovation (Savall, Zardet & Bonnet, 2000, 2008). In other words, the evolution of cooperation among stakeholders calls for a dynamic **balance of empowerment and subjugation, delegation and concertation, decentralization and synchronization**. These attributes are intrinsic to the socio-economic theory that stipulates innovative, contingent and relevant ‘rules of the game’ promoting a synchronized decentralization and a concerted delegation of power (Savall, Zardet & Bonnet, 2000, 2008). The next section expands on the socio-economic theory.

1.6 Socio-economic theory

In the previous sections, the theories of civil society, evolution of cooperation, structuration, and organizational development, were mobilized to guide the research on cooperation among Lebanese non-governmental organizations. Civil society as public sphere calls for inclusivity, active deliberation, and tolerance for dissent (Gladwell, 2008). The evolution of cooperation commands active communication and reciprocity (Axelrod & Hamilton, 1981; Axelrod, 1997). Structuration emphasizes the concurrence of the structural and the behavioral (Giddens, 1983; Whittington, 2010). Organizational development holds central the human potential and the collective intelligence to promote cooperation (Drucker, 1988; Beaulieu & Kalika, 2015; Dahl, 2014). These concepts find the object at home in the socio-economic theory, which advocates an operating mode in synchronized decentralization. **Synchronized decentralization** is based on concertation and empowerment, and the subsequent adaptation of procedures. The mobilized concepts overlap substantially among each other in both meaning and practice, and additionally, they connect directly with the basic assumptions underpinning the socio-economic theory. These assumptions extoll the primacy and centrality of the human potential in human organizations, in stark contrast with the outdated scientific management principles (Savall, 1975; Buono & Savall, 2015). In general, the socio-economic theory combines organizational development and management control, with an eye on strategic planning (Savall & Zardet, 1987; Cappelletti & Baker, 2009). However, the emphasis in this paragraph is put on its organizational development attributes that are directly related to cooperation among NGOs, connecting them with the concepts mobilized hereinabove.

Conflict-cooperation.

Similar to the business world, value creation in the realm of non-governmental organizations is not limited to the product of capital and labor (Carré, Dubois, & Malinvaud, 1972; Perroux, 1973; Buono & Savall, 2015; DeBoeck & Denison, 1967; Pascale, 2011; Perroux, 1973; Solow, 1956; Becker, 1964; Becker, Murphy & Tamura, 1990; Brunetti, 1997; Beine & Docquier, 2000; Corsi & Guarini, 2007). An intrinsic part is a result of people's decisions, actions, and behavior in customary social contexts (El Haddad & Menassa, 2014). Along the same individualistic line, the notion of human potential supports the idea that the **conflict-cooperation tandem**, stemming from interactions between individuals, groups, and organizations, is at the origin of **human energy** (Savall, 1975; Perroux, 1973; Buono & Savall, 2015). The socio-economic theory, consequently, rejects the **subordination** paradigm proclaimed in the anachronistic principles of scientific management and asserts that '**tamed conflict**' is a source of participation and critical thinking (Hutton & Liefoghe, 2011). It follows that domesticating the conflictive energy is amenable to release greater creativity (Adelman, 1993; Argyris et al., 1985), and **aligning** individual energies with the summative purpose. In fact, releasing the **conflictive** energy requires, first, **tolerance** for dissent and divergent ideas, and an **empowerment** paradigm involving everyone in everything (Wilkinson, 1998; Peters & Waterman, 1982), in other words, **inclusivity**. Yet domesticating this energy and aligning it with the collective purpose, requires an active deliberation and concerted rules of the game. The synchronized decentralization stipulated by the socio-economic theory, is therefore, founded on the principles of inclusivity, active deliberation, and tolerance for dissent as advocated by civil society as public sphere.

Ubiquitous dysfunctions.

From another perspective, dysfunctions are ubiquitous in human organizations. They represent the spread between what is desired or sought, and the actual functioning (Savall & Zardet, 1995). Moreover, the atrophication or non-functionality of information circulating among constituents, causes swelling in the organizational dysfunctions and a chaotic performance (Savall & Zardet, 1995). This is true in the organizational reality,

where the **mechanistic and depersonalized management** model, and the **dichotomy of design and execution** siloed organizational structures and built walls in their systems (Worley et al., 2015). This observation is even more pertinent and veracious in the fragmented landscape of Lebanese civil society, where NGOs do not naturally communicate and less so, cooperate. Similar to the evolution of cooperation, the socio-economic theory advises active communication and the institution of a humanly integrated and stimulating operational and functional **information system** (HISOFIS) (Savall & Zardet, 1987) to **congregate and align** the human energy towards the summative performance. On the other hand, and although the socio-economic theory stipulates effective and ongoing negotiation, and the contractualization of the organizational sphere, unlike the evolution of cooperation, it does not explicitly mention generous tit-for-tat, nor reduced intensity retaliation, nor indirect reciprocity to dissent as cooperation favoring mechanisms. Reward and retaliation mechanisms are rather left to the heuristic knowledge, contingent elaboration, and the innovative streak of the actors.

Structures and behaviors.

In the same vein, human organizations are a “complex aggregate of structures and behaviors” (Savall & Zardet, 2008:8). Understanding the **complexity** of organizations, and furthermore, organizational cooperation, needs radical thinking comprehending what is compartmentalized, where does diversity rely, and what are the interdependencies (Montuori, 2013). This falls in line with the structuration theory stipulating that a social construct is formed by the **duality of structure and agency** (Giddens, 1979). Structures are the set of elements that exhibit properties of relative stability (Savall, 2007; Savall & Zardet, 1987, 2010); structures could be physical, technological, organizational, demographic, or mental (Savall & Zardet, 1995; Buono & Savall, 2015). They are influenced by contingencies in the organizational environment (Ometoso et al., 2007), which includes agency and behavioral contingencies. Concurrently, behaviors are shaped by mental, social, and instrumental structures (Aguilera, Rupp, Williams, & Ganapathi, 2007), which include cognitive and emotional attitudes, societal norms, and perceived and actual controls (Azjen, 1991). The types of behaviors that shape structures, and in turn, are shaped by them, are five: individual, activity group, affinity group, categorical, and situational (Savall & Zardet, 1987). Their integration and interaction with structures influence the results of the enterprise (Buono

& Savall, 2015). Symbiotic with the structuration theory that stipulates the duality of structure and behavior in human constructs, the socio-economic management model rests on recognizing the interactions between structures and behaviors, to emancipate the human potential. Furthermore, the socio-economic theory acknowledges the **unavoidable dysfunctions** resulting from these interactions. It also offers a venue to evaluate their visible and hidden costs as a stepping-stone in developing the organizational endeavor (Mottet, 2015).

Human potential.

Enfranchising the human potential remains at the heart of organizational development and the comprehensive performance. The notion of human capital is the precursor of human potential; it defined the value generating features embedded in individuals' skills, competencies, commitment, and the interactions between them (Beker, 1965, 1993; Cappelletti & Baker, 2009).

Later picked up by several authors, different terms were adopted to designate 'intangible assets' (Kaplan & Norton, 1996, 2001, 2004), such as 'intellectual, intangible and immaterial investment' (Buono & Savall, 2007), or 'intellectual capital' (Edvinsson & Malone, 1997). These notions acknowledge the increasing significance of human capital (Baker, 2007), and the importance of empowerment at the individual level (Wilkinson, 1998). The concept of human potential pushes the rationale furthermore, giving credence to **individual empowerment** in the contemporary **knowledge-based environment** (Drucker, 1988), and recognizing its importance in the alignment of individual energies towards the summative purpose

From this perspective, the socio-economic theory distinguishes two parts of the organizational infrastructure. The visible part, called 'superstructure' relate to the economic manifestation of capital, labor, and technological innovation. The 'hidden infrastructure' is defined by the human potential, capable of creativity and innovation, and is primordial to energize the former (Buono & Savall, 2015). Henceforth, the importance of an extensive participation of individual constituents as a necessary condition to unbridle the **collective intelligence** towards cooperation. From this standpoint, the concept of synchronized decentralization advanced by the socio-economic theory contributes to the investigation about NGO cooperation in concurrence

with other concepts, though demarcates itself by its holistic approach, and the venue it promises to attempt the financial evaluation of dysfunctions.

1.7 Synthesis: Theoretical frameworks

The theoretical frameworks mobilized to advance the research are summarized in Table 1 below. The table provides a comparative view of the theoretical frameworks and delineates their convergences and specificities. The columns of the table state the main concepts mobilized by the theories for the purpose of enhancing cooperation among NGOs. The rows illustrate concurrence, or substantial overlapping of concepts across various theories. From this viewpoint, the concept of individual empowerment, overlaps substantially with inclusivity, to bulge out collective intelligence. Active communication is a prerequisite for active deliberation and collective concertation. The principles of reciprocity, reward and retaliation, especially indirect reciprocity and reduced intensity retaliation, tolerate dissent. This overlaps with the contractualization environment advanced by the socio-economic theory that, in turn, presupposes divergence and even dissent from normative opinion. The concept of human potential while inherent to the socio-economic theory, is elaborated with the notion of hidden infrastructure that accounts for energy, synergy, creativity, and innovation. As for the duality of structure and agency in forging the cooperative enterprise, it is mirrored in the interaction between structures and behaviors, and extended towards the attempt to quantify its consequences. The following section delineates the conceptual frameworks guiding the remainder of the research.

Table 1: Main concepts and theoretical frameworks

| Frame-works Concepts | <u>Civil society as public sphere</u> | <u>Evolution of cooperation</u> | <u>Structuration theory</u> | <u>Organizational development</u> | <u>Socio-economic theory</u> |
|-------------------------------------|---------------------------------------|-----------------------------------------------|---------------------------------|-----------------------------------|----------------------------------------------|
| Empowerment | Inclusivity | | | Collective intelligence | Individual empowerment |
| Concertation | Active deliberation | Active communication | | | Active concertation |
| Contractualization | Tolerance for dissent | Reciprocity/Reward and retaliation mechanisms | | | Contractual / Negotiation |
| Duality of structures and behaviors | | | Duality of structure and agency | | Interaction between structures and behaviors |
| Human potential | | | | Human potential | Hidden infrastructure |
| Hidden costs | | | | | Dysfunctions and hidden costs |

1.8 Conceptual framework

The conceptual framework is an intrinsic part of research that brings a graphic representation of the connection between the research problem, the methods used and research objectives (Berman, 2013; Oppong, 2013). Research in general and qualitative studies in particular “aim to describe and explain a pattern of relationships. They involve the conceptual thinking of connecting words and ideas in terms of relationships” (Berman, 2013). In this respect, the conceptual framework tightens the relationship between the different parts of the study and describes the logical pattern (Jabareen, 2009; Mishler, 1990).

The present research was conceived in a **transformational perspective inscribed in time**. The conceptual framework (Fig. 1) reflects the theories that were mobilized to enhance cooperation among Lebanese NGOs. The theories are civil society as public sphere, evolution of cooperation, structuration theory, organizational development, and the socio-economic theory with its underlying qualimetric methodology described in the following chapter. The theoretical framework, applied from the lens of the qualimetric methodology, converges towards prescriptive findings about NGO cooperation in Lebanon

Figure 1: Conceptual Framework

1.9 Conclusion

The synthesis of extant literature pointed to a number of theories addressing particular aspects of organizational cooperation in general. Notwithstanding, research intersecting organizational development with the evolution of cooperation per se represents a gap in the theory, and by extension cooperation among non-governmental organizations in Lebanon. Civil society as public sphere mobilized the notion of inclusivity that stimulates overlaps with individual empowerment, and the collective intelligence praised by organizational development. The active deliberation and tolerance for dissent in the public sphere, are mirrored by active communication and reciprocity mechanisms, as well as public deliberation and the negotiation and contractualization environments of the socio-economic theory. The latter's notion on the interaction between structures and behaviors echoes the duality of structure and agency in structuration theory. Finally, the primacy and centrality of the human potential in developing and perrenizing human organizations, not the least organizational cooperation, is a common thread for organizational development and the socio-economic theory. However, the notion of dysfunctions, ubiquitous to human enterprise, and the attempt to quantify them is peculiar to the latter.

The conceptual framework proposed to guide this research, therefore, looks at the theory of structuration, and the evolution of cooperation, from the organizational development lens, particularly the socio-economic theory. It reflects a movement inscribed in time to change the organizational relation towards cooperation, and seeks simultaneously to investigate the relationship between the intra-organizational functioning and the interorganizational cooperation. The following chapter explains the qualimetric methodology for intervention research that underpins the socio-economic theory.

Chapter 2: Methodological framework

This chapter is dedicated to position the research methodologically and to explain the research design. It starts by positioning intervention research in organization science then provides its philosophical underpinnings. A paragraph on the integrated epistemological principles guiding intervention research provides the link with the operational methodology unfolding on the field. The operational methodology is completed with the choice of the target population, and the body of hypotheses deconstructing the central hypothesis.

2.1 Introduction

There is an ecological interdependence between science and research. Science is the systematic enterprise to produce and organize knowledge into subject matters, while “research is the principle mark of science” (Boulding, 1958:6). However, the scientific community is contentious, challenging, and corrosive (Piaget, 1974; Popper, 1972), and constantly looking to “check the truth of reported observations and findings” (Gross, 2010, p.44).

An evolutionary Darwinian environment rules the advancement of science (Principe, 2011; Popper, 1975; Kuhn, 1972), and “Just because the scientific community accepts a story as the current best fit, this doesn’t mean it is true. Time and again, history reveals the opposite to be the case, and this must always act as a warning that current scientific knowledge is provisional.” (Du Sautoy, 2016:6). In the same vein, micro-scientific communities became walled behind ideology-like defensive tactics (Lukka, 2010; Popper, 1975), preventing the utterly needed “trans-paradigmatic traffic” (Trist, 1992:121), which historically was at the basis of the advancement of scientific disciplines, natural or social (Lacan, 1978).

Particularly in social sciences, research communities are entrenched behind methodological choices and contending paradigms that claim the ability to produce theory (Marchesnay, 2004), whereas the **nature of science is fundamentally anarchist**, and the multiplication of belief systems is beneficial for the advancement of knowledge (Feyerabend, 1979). Nevertheless, **methodological clarity**, systematicity, and the ability to be replicated are fundamental attributes of research that differentiate it from other modes of writing. Therefore, positioning the research and the posture of the

researcher within the philosophy of science is an obligatory passage for the production of knowledge (Miles & Huberman, 1994; Trochim & Donnelly, 2008; Gavard-Perret et al., 2012).

From this perspective, the remainder of the chapter positions the research in organization science, first, by defining the organization, then by the double positioning of organization science as science-of-action, and intervention research and organizational development method. The methodological positioning is then continued with ontological and epistemological underpinnings. Concurrently, since this research explores the dysfunctions in cooperation between Lebanese non-governmental organizations, then attempts to predict solutions to change the status quo, the chapter is completed with paragraphs on the adopted operational methodology, including the choice of the population, the negotiation of the intervention with NGO leaders, and the body of hypotheses guiding the work.

2.2 Positioning in organization science

2.2.1. Defining the organization

Organizations are defined as goal-oriented social systems that necessarily pursue relationships with external entities (Parsons, 1956). Relationally, an organization is a dynamic open system pursuing multiple objectives and relationships with its environment, with a similar multiplicity of interdependent internal relationships and objectives (Delorme, 1990). Looking inward into social systems, organizations are defined as “social schemes that facilitate **coordinated behavior**, at the same time conserving the critical scarce resource of human ability to handle complexity and great masses of information.” (Simon, 1996: 49).

This stands true for the purpose of this research, as the social system investigated is the cooperative enterprise among Lebanese non-governmental organizations. NGOs, and by extension NGO cooperation, are human systems of teleological nature, depending on, and interacting with their environments (Avenier, 2010; Simon, 1996), thus researching them delves into the characteristic ambiguity of subject-object interactivity in social sciences (Savall & Zardet, 2004). The complexity of the research resides in the

association of non-material elements with the structures, systems, tools and techniques employed in organizations (Cummings & Worley, 2009). An additional complexity arises from a cognitive component related to **actors' identification with their organizations** where “members are surrounded by information, conceptions and frames of reference, quite different from those people outside the organization or in a different organization.” (Simon, 1996: 44)

2.2.2. Organization science as science-of-action

From another perspective, Boulding (1958) suggested that the field of organization science encloses all the varieties of management science, as these subfields all occur within organizations. Organization science, however, became trapped in theoretical concepts within a mimetic and mechanistic view of management science that fostered the modern profession and the scholarship of management (Hillon et al., 2018).

Facing the increasing complexity of information in the real world, organizational knowledge “turns to procedures that find good enough answers to questions whose best answers are unknowable” (Simon, 1996: 28-29). Scholars also adopted a “level of theoretical analysis too far below the complexity of the empirical world” of organizations, although in earlier years organizations were generally approached as systems of higher complexity (Daft, 1980: 634). As a consequence, the simple caricatures of organizations depicted in textbooks do not represent the complexities of the real world (Simon, 1996: 26).

In the same vein, Boulding (1958: 16) noted that in social sciences, “the investigator is dealing with situations of the same (or even of a higher) order of complexity than himself”, and insightfully advised social scientists to look at situations as well as data from the perspective of the humanist, and to **constantly review “the data-collection process** in the light of increasing knowledge of the situation.” Boulding (1958: 16).

The deficiency in organization research persists, though scholars are increasingly aware of the rift between research and practice. However, organization science is responding to Tom Cummings' AOM presidential address (1997) in that research should come closer to practice. This call was carried further by the following presidents' advocacies: Van de Ven's (AOM, 2000) engaged scholarship and Denise Rousseau's (AOM, 2005)

evidence based practice.

This dichotomy represents a secular problem dating to much earlier than the birth of organization science with Aristotle praising *phronesis* (practical wisdom), Aquinas' predicament that to understand the essence one should touch matter (Saint-Thomas Aquinas, *Summa Theologica*, 1485), then Francis Bacon's (1561-1626) *Novum Organum* summoning the streams of invention and cultivation to bond together, and De La Rochefoucauld's (1630-1680) calling for their rapprochement.

In reality, the separation between practical and theoretical knowledge streams persists. The **antagonism of design and execution** in organization science continues (Savall & Zardet, 2013), despite the fact that the critical judgment and legitimation of organization science disciplines lies in their achievements in the corresponding applied fields, and when the outcomes answer the expectations of the audience (Trochim & Donnelly, 2008, Hannan et al., 2007, Magala, 2017: 457). Additionally, the legitimacy of organization science as science-for-action (Dameron & Duran, 2011) arises inclusively from scientific rigor, and the **practical relevance**. The latter is appraised on how effectively it addresses the issue to which it is applied (Dewey, 1938; Pettigrew, 2011); as posited by the call to "creating, not predicting, is the most robust test of validity-actionability" (Kaplan, 1998: 89).

2.2.3. Intervention research as organizational development

Anchored in the same school of thought, organizational development branches from organization science as science for decision-making and action (Argyris, 1985; Cummings & Worley, 2009; Dameron & Duran, 2011). Furthermore, intervention research extends the traditional quartet of organizational development: Description, Explanation, Prediction and Control (Rescher, 2000 in Van de Ven & Johnson, 2006), to produce prescriptive theory tying organization theory with immediate problem solving (Denscombe, 2007). Intervention research is hence a **pragmatic** approach that connects "organization theory" with "organization practice" (Cappelletti & Baker, 2009; Buono & Savall, 2015).

For the purpose of this research, the aim is to design an interorganizational cooperation

where independent components can affect the others through their functioning (Simon, 1996); a complex structure of sorts, made up of many parts with many interactions, where the Gestaltian view recognizes a whole different from the sum of the parts (Lewin, 1948), and systems theory advances a whole that is more than the sum of the parts (Simon, 1996). Either way, it is “a **collective project**, an organizational joint venture, which requires planning, coordination and legislation (which is represented on an organizational level by routines and their rules).” (Magala, 2017: 457)

From this perspective, intervention research aligns with the sciences of the artificial and espouses a posture of **design** of human systems (Gavard-Perret et al., 2012; Simon, 1996). However, “there is no reason to expect that the design is unique there may exist alternative feasible decompositions of radically different kinds.” (Simon, 1996: 128); especially that the decisional premises are dialectical, particularly in a cooperative enterprise comprising independent components, with a dynamic back and forth movement in their substantive content (Boje & Hillon, 2008; Boje, 2016).

Intervention research is a transformative approach (Avenier, 1989; Benghozi, 1990) and a learning-by-doing process (Gibbs, 1988), based on reflective practice and rigorous field observation (Boje, 2016), and consecutive cycles of reflection and action, inquiry and advocacy (Dewey, 1938). Moreover, intervention research is methodologically and epistemologically similar to medical research, universally acknowledged as a scientific method, with societal credibility and higher education value. In this sense, intervention research produces both fundamental research based on criteria of **rigor**, and applied research based on criteria of **pertinence** (Savall & Fièrè, 2014). The analogy with clinical research also covers the ability of the researcher to produce **utilizable knowledge** along with theoretical conceptualizations. This is due to the systematic and transparent protocol-like method, and the rigor of the observation tools, used early in the game and along the process (Savall & Fièrè, 2014).

Intervention research evolves by coupling and alternating in-vivo with in-vitro actions, formalized through an iterative formulation of hypotheses that traces the advancement of the research (Cappelletti & Baker, 2010; Savall & Fièrè, 2014). On the field, intervention research embeds the active engagement of the “researcher in an explicit program to develop pragmatic new solutions” (Cappelletti & Baker, 2009) that “alter existing practice and then test the feasibility and properties of the innovation” (Kaplan, 1998:89). It is “**undertaken as part of practice**, rather than bolt-on addition to it”,

promoting the iteration of theoretical and professional knowledge (Weick, 1988; Kemmis & McTaggart, 2000). A collaborative form of knowledge creation, a ‘research-with’, rather than a ‘research-on’ organizations and their constituents (Bonnet, 2015), intervention research focuses on the **dialogue** between the scientific party and the actors in the field (Hutton & Liefoghe, 2011). Moreover, intervention research is a Mode 2 knowledge production emerging from socially diverse contexts, **trans-disciplinarity** and team working among academics and a wide range of practitioner experience (Bartunek, 2011; Gibbons, 2000).

Intervention research is also a third person action research that entrains personal reflexivity, rigorous observation, and scientific doubt (1st person action research) (Cunliffe, 1981), to the collective dialogue between the researcher and the actors (2nd person action research) (Torbet, 1976), and further beyond to engage the scrutiny of the scientific community to produce transferable knowledge (Gustavsen, 2001). Intervention research is a dialogic and teleological-planned organizational development model, “where organizations are viewed as meaning-making systems, containing **multiple realities**, which are socially construed” (Shani & Coghlan, 2014), and where the process is broached for purposeful reasons in view of “a repetitive sequence of good formulation, implementation, evaluation, and modification of an envisioned end state.” (Van de Ven & Sun, 2011: 61).

2.2.4. Iterative sequences

For a scientific activity to have a convincing power, it has to endeavor outside its base domain: if it started with experimenting, it should reason; and if it started with reasoning, it should experiment (Bachelard, 1934; Kuhn, 2012). The history of science is inscribed in the **dialectic** between these two sides (Gavard-Perret et al., 2012:14). In the same vein, intervention research follows an **abductive** reasoning combining iterative sequences of induction and deduction, and moves back and forth between management theories, conceptual thinking, and the information induced by field observation. The recursive nature of intervention research is evident in the **sequences of immersion-observation and withdrawal-interpretation** that alternate repeatedly, in order to generate inductive data used in the analysis and formulation of hypotheses.

The hypotheses would in turn be tested for confirmation or refutation in following rounds.

2.2.5. Conclusion

Intervention research holds a pedigree of design in organization science with recursive iterations between field applications and management theories. A third person action research, seeking a dialectic and teleological organizational development, it is used in this research to institute a cooperation among Lebanese non-governmental organizations, and for the production of a Mode 2 knowledge involving immediate action and transferability. The philosophical underpinnings are covered in the following section.

2.3 Philosophical underpinnings

Addressing the philosophical underpinnings is intrinsic to any scientific research, natural or social (Burrell & Morgan, 1979; Piaget, 1967). Its importance lies in demonstrating the **coherence** between the underlying concept of knowledge and the research design, that is, the objective of the research, its strategy, methodology, and used techniques (Gavard-Perret et al., 2012:14). The philosophical reflexion is, in fact, transversal to the whole research process, and **co-substantiates** the ongoing research, enabling it to hold out against tests of validity, reliability, or replicability (Gavard-Perret et al., 2012:14; Martinet, 1990:8). The following paragraph illustrates the philosophical positioning of intervention research that seeks development and change in organizations, and the underlying qualimetric methodology.

2.3.1. Positioning in ontology

As knowledge continues on widening and deepening, the question of what there is and what we know persists even in our promiscuous surrounding (Du Sautoy, 2016). What there is raises an ontological issue, while epistemology is about what we know and how we know it. Ontology reflects on the nature of reality. It advances questions on whether reality is absolute and external to individual perceptions, or relative and individually construed (Hudson & Ozanne, 1988). Ontological positions are belief systems

comprised between objectivism and subjectivism that define the researcher's concept of truth. The objectivist considers truth to be absolute, inalienable, and universal. Subjectivism considers truth to be an individual perception, construed by personal experiences (Guba & Lincoln, 1994). The interpretivist position stands at the **intersection of objectivism and subjectivism**, concurrently supporting the existence of an obdurate reality, and the subjective nature of the human experience touching on this reality (Lacan, 1978).

2.3.2. Positioning in Epistemology

In the scientific domain, epistemology reflects on the nature of knowledge, and studies the relationship between scientific knowledge and reality, and how the latter is discovered (Carson et al., 2001). Epistemology was coined at the beginning of the 20th century to designate a specific branch of philosophy specialized in the theories of knowledge, became a synonym to philosophy of science. It is the study of the constitution of valid knowledge, concerned with (a) the definition of knowledge, (b) the production of knowledge, and (c) the validity of knowledge (Piaget, 1967; Kuhn, 1972).

Deriving from the ontological belief systems, epistemological positions are situated between two extremes, positivism and constructivism. Positivism, often associated with hard sciences, upholds the neutrality of the researcher (Coghlan & Brydon-Miller, 2014), and that meaningful knowledge is only the one that is independent from the researcher, experienced through the senses, and empirically measured. Positivism is not concerned with ontology, but only observable phenomena and their laws of relations. It seeks to identify mathematical relations that describe and predict causality between phenomena (Gavard-Perret et al., 2012). Positivism also holds the methodological principles of decomposing problems to their simplest expressions and deterministic causalities, and attempts to isolate the studied object from its context and from the researcher (Gavard-Perret et al., 2012). However, the much coveted parsimony that abides by the principle of Occam's razor (Marchesnay, 2003), and the demonstrated falsifiability of math-based causality throws serious doubts on the validity of positivistic findings, especially in social sciences (Du Sautoy, 2016). In fact, the **refutability** of theory is a built-in attribute of quantitative modeling (Lakatos, 1976, 2015), both

because statistics are basically an expression of lack of data (Du Sautoy, 2016), and because they are fundamentally less valid in social science due to the ample use of the principle of *ceteris paribus* (everything else held constant) (Marchesnay, 2003).

Boulding (1958:4) observed that parsing approaches based on subjective-objective, order-change, and other artificial dimensions involving degrees of mathematics, empiricism, or quantification says nothing about whether or not these methods are scientifically sound or whether its “activities contribute usefully to the improvement of human knowledge” and are themselves open to improvement as the field develops (Hillon & El Haddad, 2018). There are no simple models for human society, because the social dynamics prevent the iteration of simple symmetrical solutions like in physics (Barrow, 1999). Human psychology and behavior are intrinsically not mathematizable (May, 2004). Even in hard sciences, with the advent of Poincaré’s theory of chaos, and the post-Newtonian physics, “Determinism was out. Randomness, it appears, rules the roost.” (Du Sautoy, 2016:131); moreover, it was demonstrated by mathematicians “that it was impossible to prove whether mathematics was free of contradictions.” (Du Sautoy, 2016:384).

Therefore, the principal weakness of positivism in organization science is its lack of relevance to the human systems, which cannot be disentangled from the innumerable interactions with their environments, cannot be isolated in time, or desegregated from human behavior (Giddens, 1983).

On the opposite end of the spectrum, constructivism neither concerns itself with ontology; rather the consideration is for individual experiences (Von Glasersfeld, 1988, 2001; Le Moigne, 1995, 2001). Constructivism considers that reality is relative and individually construed, hence the interdependence between the researcher and the object of research (Guba & Lincoln, 1989, 1998).

For the constructivist, the observable phenomena is the human experience, which constitutes the building blocks of knowledge creation. Moreover, the observation act affects both the observed, and the researcher (Gavard-Perret et al., 2012), because “We have no privileged access to reality. Our interaction with our environment is constructed from the information our brains receive, and we build a plausible representation of the external world.” (Du Sautoy, 2016:329). However, the purpose of constructivist knowledge is pragmatic, leaning towards applicability in the context of the object under

research, with minimal or no concern for transferability (Gavard-Perret et al., 2012).

Between positivism and constructivism, there is a spectrum of **post-positivist** paradigms with strong interest in ontology. The basic tenet is that an **objective truth exists, but the capacity to capture and interpret it is limited** to human senses (Gavard-Perret et al., 2012). Post-positivist conceptions stand in marked contrast to positivist approaches but still search for hard-evidence to confirm construed interpretations (Susman & Evered, 1978 in Denscombe, 2007). Post-**positivism combines theoretical reasoning with experience-based** evidence (Trochim & Donnelly, 2008), though acknowledging the limits of our access to truth, but seeking to **transform conceptual thinking into verifiable formulae**, whether using statistical testing (e.g. scientific realism), or recurrence in qualitative and quantitative research (e.g. critical realism, qualimetric research) (Gavard-Perret et al., 2012).

The qualimetric methodology underlying intervention research is situated on this spectrum, benefiting from a **flexible and adaptable** design that espouses the context of the observed object, and the teleological aim inscribed in the science of design, that is the science of what should be (Simon, 1996). The qualimetric positioning cascades throughout the methodological stages of intervention research by adopting three key principles (Van de Ven, 2007; Holten et al., 2005): (a) a real world exists but our understanding is partial and limited, (b) observing reality requires a variety of perspectives which could generate contradictory understandings; and (c) problem solving requires a continuous process of construction of knowledge.

The qualimetric methodology systematically associates qualitative, quantitative, and financial information (Savall & Fièrè, 2014), therefore **bringing to positivism what it lacks in relevance and assimilation of complexity, and adding to constructivism, the rigor of observation, the diligence of numbers, and the generalizability of findings**, though without sacrificing context and relevance. In fact, the delineation of qualitative observations into quantitative and financial information is a deterministic attribute of the qualimetric approach (Savall & Zardet, 2011; Coghlan & Brydon-Miller, 2014) which brings its positioning into a pragmatic territory. Pragmatism oversteps the opposition between constructivism and objectivism (Beaulieu & Kalika, 2015), and emphasizes shared meanings and joint actions (Morgan, 2007). Pragmatism is anchored

in the belief that “theories can be both contextual and generalizable by analyzing them for transferability to another situation (Creswell, 2009:4). In the same pragmatic vein, “Qualimetrics is a “design science” rather than a descriptive science since it emphasizes participatory description and explanation and “devises courses of action aimed at changing existing situations.” (Simon, 1996:111).” (Gephart & Smith, 2009:101). It, therefore, reconnects “organization theory” with “organization practice”, overstepping the scientism of quantitative research, and its lack of actionability by anchoring quants in the perception of actors (Savall & Fièrè, 2014).

At the same time, the multiplication of the qualimetric intervention research adds replicability to qualitative observations, the lack of which is criticized for being merely contextual. The **replicability of results is observed and documented in a continuous buildup** of organizational transformation (Savall & Zardet, 2011). The accumulation of observation, and the significance of **saturation of data** from various contexts, brings transferability of meaning, and yields the ultimately coveted generalizability of scientific results (Savall & Zardet, 2011). A generic constructivism of sorts, that exhibits a hard numbers dimension extracted from field observation, putting the rigorous observations of the complex object at the center of research, and by extent, drawing a parallel with medical research to produce generalizability from pathological observations and administered change (Savall & Fièrè, 2014)

2.4 Integrated epistemology

The alignment of philosophical underpinnings and operational methodology of the qualimetric approach is based on **three epistemological principles** that hold prominence in guiding the intervention research. These “epistemological tenets have enabled the building step-by-step of a generic knowledge” (Coghlan & Brydon-Miller, 2014:664). The **generic knowledge** is constituted by a relatively stable management concepts, methods, and tools, with a strong semantic base, though easily adaptable to various contexts (Savall, 2003).

These principles constitute the nodal point that links the philosophical underpinnings with the operational methodology, including fieldwork, observation, and theory building. The principles are (Savall & Zardet, 2004): (a) **Cognitive interactivity**, (b)

Contradictory Intersubjectivity, and (c) **Generic Contingency**. This integrated epistemology comforts the relevance of research, the scientificity of findings, and replicability of method. It also serves as headlight in the contextual turbulence, characteristic to research in various organizational settings, hence assuring the robustness of its application.

2.4.1. Cognitive interactivity

An intervention research “is an interactive method (between the researcher and fieldwork terrain) with a transformative intent” (Savall & Zardet, 2011, p.31). Therefore, the “confrontation of the researcher with his or her entourage is a necessity” because “the solitary researcher quickly becomes autistic: living within own’s logic and own quest for truth, not talking about it or listening to others” (Savall & Zardet, 2011, p.148). The process of cognitive interactivity upholds that **knowledge results from interaction** between two or several actors, and is not carried by only one actor. What one actor brings is a contribution to knowledge, and not knowledge (Savall, 2003). Therefore, the cognitive interactivity principle “is an interactive process of knowledge production between company actors and intervener-researchers through successive feedback loops, with the steadfast goal of increasing value of significant information processed by scientific work” (Coghlan & Brydon-Miller, 2014:663). It consists in “confronting the points of view of all the actors, the objective being to identify specificities and convergences and to reconcile different or conflicting logics within the enterprise” (Coghlan & Brydon-Miller, 2014:664). It also serves to “prevent any specific standards for critical reflection that are external to the linguistic conventions or negotiated agreements, of a particular group or organizations” (Hutton & Liefoghe, 2011:81). The eventual bias stemming from the creative ideation and the burgeoning of meanings from the animated dialogue is tempered by the prudent and discreet intervention of the researcher, and moderated by the contradictory intersubjectivity principle.

2.4.2. Contradictory intersubjectivity

The contradictory intersubjectivity principle acknowledges that objectivity in social sciences is unreachable (Savall, 2003). First, because of the subjectivity of organizational actors, and second, because of the subjectivity of the researcher. It also concedes that the significance of phenomena is attributed to the consensual meaning of the participants (Heidegger, 1962; Sandberg, 2005; Yanow, 2006). Contradictory intersubjectivity represents “a technique for creating consensus based on the subjective perceptions of different actors in order to create more objective grounds for working together through numerous interactions between the actors” (Coghlan & Brydon-Miller, 2014:664). Practically, this means “explicitly confronting different actors with their respective points of view and analyses, in order to identify their convergences and their specificities” (Savall & Zardet, 2011:171). A **debate among actors** is then initiated to interpret these specificities to develop a collective image and to open up “channels for a better comprehension of the studied phenomenon” (Savall & Zardet, 2011:171). The confrontation of multiple subjective information collected from various pools of actors, and the “collective use of information” results in the formation of a new collective representation (Savall et al., 2008). This principle “avoids the limitation of a purely conceptual model of action” (Coghlan & Brydon-Miller, 2014:664) and its subsequent lack of rigor due to the absence of the scientific validation processes.

2.4.3. Generic contingency

The generic contingency designates the invariants in knowledge about organizations and their metamorphoses, and their relationship with contextual knowledge (Savall & Zardet, 2011:340). Generic knowledge is “progressively developed through diversification, accumulation and stabilization of research problematics” (Savall & Zardet, 2011:299), and represent concepts, methods, and tools that are adaptable to extremely different organizations (Savall, 2003). They do not induce standard solutions, rather structuring principles that guide actors in conceiving solution within their organizational context (Savall, 2003). The generic contingency therefore “designates the epistemological principle that, while recognizing the operational specificities of organizations, postulates the **existence of invariants** that constitute generic rules,

embodying core knowledge that possesses a certain degree of stability” (Coghlan & Brydon-Miller, 2014:664). Complexity being the reality of organizations (Savall & Zardet, 2004), generic contingency is able “to provide a baseline of knowledge on which to evaluate the novelty of new artefacts and knowledge resulting from research” (Gregor & Hevner, 2013:343). Generic contingency addresses the core of knowledge and expands with contextual peripheries issued from different cases (Savall & Zardet, 2010). It is the combination of the cognitive interactivity and the contradictory subjectivity, expressed in the scientific and natural languages that produces the generic contingency described as a “comprehensive interactive approach to sense-making between the researchers and the multiple actors to produce additional knowledge” (Buono & Savall, 2015:62). Essentially, “Qualimetrics is construed as a ‘generic knowledge construction instrument” (Coghlan & Brydon-Miller, 2014:664), but furthermore “each intervention-research permits pursuing two types of knowledge which allow the actors and the researchers to become more autonomous, that is to say more able to obtain: (1) knowledge specific to the organization; and (2) generic knowledge that contributes to the increase of knowledge in the field of management” (Cappelletti & Baker, 2009:9).

2.5 Operational methodology

The pragmatic nature of intervention research (Johansson & Lindhult, 2008), that aims at bringing a transformative development, starts with negotiating research objectives with organizational leaders, to assure the organizational commitment. The personal engagement of organizational leaders is seen as key to the advancement of the research. Onwards, the methodology consists in carrying out scientific observations with the actors of a productive activity, and adopting a transformative approach by conducting experiments with the players of the organization and through action. (Coghlan & Brydon-Miller, 2014:633).

The intervention is, therefore, an **in-vivo** experiment conducted in harmony with the adage “learning by doing” (Arrow, 1962). Key methodological processes include “content analysis and actor participation to create quantitative and financial measures, and minor effect validation” (Gephart & Smith, 2009:97). The intervener researcher works “**with practitioners** to co-produce improved measures of organizational phenomena to be more sensitive to the context of how numbers are produced and what

they mean (Boje, Oswick, & Ford, 2004).” (Gephart & Smith, 2009:97). Numbers lack “an inherent meaning. Meaning was created by terms, such as adjectives and adverbs, used to describe and interpret numerals, and by the contexts in which descriptions of numbers were embedded.” (Gephart & Smith, 2009:96). Subsequently, qualimetric interventions “**ground quantitative measures or calculations of organizational and management phenomena in members’ meanings.**” (Gephart & Smith, 2009:98). Periodical retractions from the field, appended with peer discussions about observations enable researchers to analyze and connect “who said what to whom, how, when, where and why during the process of counting social phenomena.” (Gephart & Smith, 2009:90).

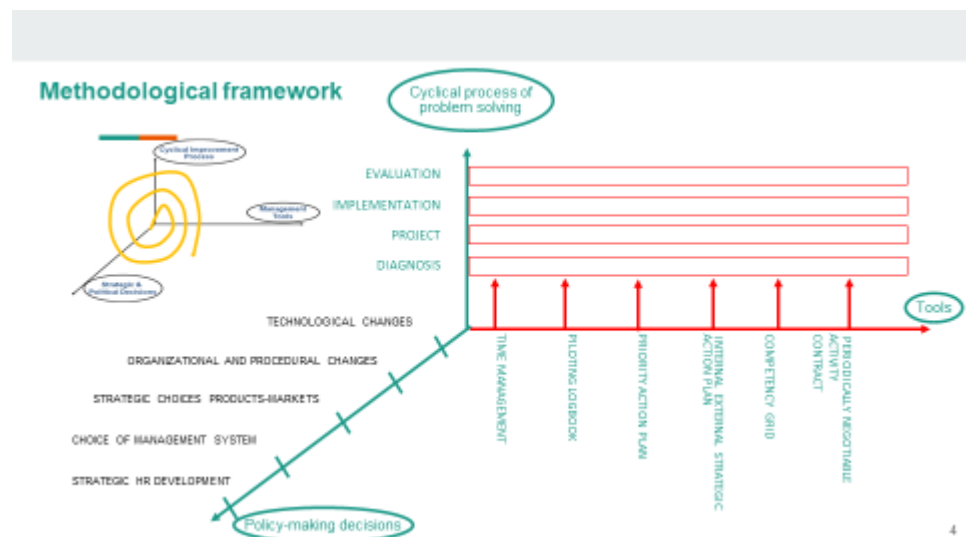
In sum, a qualimetric intervention research is an experiment conducted in the context of a real human system to bring observable change. Observations, qualitative data, and quantitative and financial measures, are co-produced with actors and anchored in their meanings.

2.5.1. Research strategy and data collection tools

The flexibility and adaptability of the qualimetric methodology (Savall & Zardet, 2011) to the organizational context unfolds with the strategies used to reach the objectives guiding the change process (Denscombe, 2007). These strategies are inclusive of, but not restricted to semi-structured interviews, focus groups, qualitative observations, quantitative measurements and analysis of disclosures; most of all, they engender discussions, ideation, shared action, monitoring and evaluation. The comprehensive participation of actors remains the quintessential criterion, for “Qualimetrics is focused on creating a community of inquiry and a comprehensive analysis of the organization taking into account both social and economic performances.” (Coghlan & Brydon-Miller, 2014:633).

The operational methodology follows a **cyclical process of problem solving in conjunction with policy-making decisions and tools**, as illustrated in the following diagram (Figure 2). Three axes guide the intervention: the cyclical axis, the tools axis, and the policy-making axis.

Figure 2: Operational methodology of the qualimetric intervention research © ISEOR



The experiment starts along the cyclical axis with a diagnosis built on **qualitative semi-structured interviews**. The researcher asks the participants to express their perceptions on the **dysfunctions** running in the organization, along six families of dysfunctions: work conditions, work organization, communication-coordination-cooperation, time management, integrated training, and strategic implementation. The intervener then lists quotes in writing and re-reads them to participants for approval. The quotes are key to the research. They are anonymous, classified by theme, and include contradictions (Savall & Zardet, 2004; Gephart & Smith, 2009). Witness sentences, extracted from the field quotes, are clustered following guiding threads, then converted into key ideas. They are expressed by the researcher to transition between the ‘emic’ language of practice, and the ‘etic’ language of theory (Creswell, 1998; Pike, 1968). Direct observations and document analysis are also information sources, validated alongside interview data in mirror effect meetings, where anonymous and depersonalized comments are cognitively questioned and discussed among participants. This intersubjective exercise serves first to validate data, and second to deliver a common understanding of the lay of the land, deliberated among actors, and that will serve as the basis for the upcoming change. The **mirror effect** also describes phenomena and therefore is a reflection of the descriptive hypotheses expressed in the social language of the organization.

Following the mirror effect meeting, the ‘**expert advice**’ is a document produced by the researcher that analyzes the root causes of dysfunctions. The researcher narrates the

expert advice in practical language, in the form of an actionable written report that reflects diagnosis statistics, and the descriptive and explicative hypotheses. The explicative hypotheses serve also to articulate the descriptive, expressing dysfunctions, with the prescriptive hypotheses expressed through socio-economic projects in the contextual meanings, beliefs, and interpretations of the actors (Ager & Loughry, 2004). The expert advice marks a milestone in the research from which the researcher accompanies the actors to devise change aimed at improving the behavioral/structural relationship and the subsequent overall performance. Cross-functional teams are formed to deliberate and propose action plans to solve dysfunctions, assisted by socio-economic tools that range from organizing the work of project groups, to the visualization of action plans, on to supporting their cases with socio-economic balances.

The **implementation** of socio-economic projects tests the prescriptive hypotheses. Their evaluation primes another round of diagnosis, and henceforth another cycle of descriptive, explicative, and prescriptive hypotheses.

The second axis represents the **tools** used to initiate and consolidate the organizational transformation. It contains the “set of templates and processes aimed at expanding the scope of typical management tools by integrating human potential and establishing a coherent management” (Worley et al., 2015). On top of the tools stands the yearly reviewed Internal and External Strategic Action Plan (IESAP). This plan interprets the strategic orientations into actionable practice by listing a master plan of objectives to achieve within three to five years. The subsequent priority action plan (PAP) translates the master plan into concrete actions to undertaken within six months. The third tool is called Competency Grid (CG). It inventories the available and developing capabilities of organizational actors, and defines the sources of versatility and vulnerabilities towards individual competencies. Time Management self-assessment (TM) is the fourth tool. It helps segregate high from lower value-added activities, as well as their urgency. The fifth tools, allows the establishment of synthetic qualitative, quantitative and financial indicators, grouped in a piloting logbook. The indicators are balanced between routine management with immediate results, and the development action for the creation of potential. The sixth tool illustrates the contractualization of the workspace and centrality of the individual in the organization. The Periodically Negotiable Activity Contract (PNAC) connects the organizational objectives with the individual ones. It is reviewed periodically each six months between the employee and the enterprise in order to permit “renegotiating commitment in order to produce more active, more effective,

and more efficient behavior, transforming ‘negative’ energy into active energy” (Cappelletti and Baker, 2009, p.9). Within the scope of this research, only time management and competency grids were starting to be used at the intra-organizational level.

The third is the **strategy** elaboration axis. It is the ultimate steering reference of the organizations. It illustrates the strategic choices of the organization, answering questions about rules of the games and normative development, resources redeployment, organizational change, procedures and technology, management system, and the development of human resources. The three axes are interrelated and develop simultaneously beyond the initial diagnostic phase.

2.5.2. Quantitative and financial indicators

In qualimetric methodology “dysfunction analysis is a fundamental tool of the method” (Savall & Zardet, 2008:18) that provides structure through a hierarchy of dysfunctions identified by the cumulative exercise of applying the method to over two thousand organizational experiments. At the top of the hierarchy stands the classification into six families of dysfunctions, which are later transformed into tangible and hidden costs through a taxonomy of components and indicators (Savall & Zardet, 2011). The taxonomy exhibits five indicators [absenteeism, work accidents, personnel turnover, non-quality of products and services, and direct productivity gaps], and six quantifiable components [over-salary, excess time, over-consumption, non-production, non-creation of potential, and risk] (Savall & Zardet, 2011).

The quantification of dysfunctions and their subsequent transformation into financial information is as social exercise anchored in actors’ meanings, however, consistently subjected to the integrated epistemological principles. The collective exercise engages multiple actors from various layers, vertically and horizontally, in the organization. The researcher provides the methodological frame to transform dysfunctions into quants and financial impacts through the taxonomy of components and indicators, while inciting questioning, scrutiny, and intersubjectivity. The conversion of quantitative findings into financial numbers uses the key qualimetric indicator, the hourly contribution of value

added on variable costs HCVAVC.

HCVAVC represents an actionable concept and an evaluation indicator, measuring the hourly average of employees' value added to the firm (Cappelletti & Baker, 2009). The subtlety of the HCVAVC indicator is that it does not calculate the cost of personnel but rather the average value they produce, which determines the human potential of the organization (Buono & Savall, 2007). Calculating the hourly contribution of value added on variable costs, and subsequently the financial impact of the organizational dysfunctions and the evaluation of prescriptive hypotheses requires the analysis of the profit and loss statement.

Value Added on Variable Costs is used when dysfunction components are expressed in percentage of total output: $VAVC = \text{Revenues} - \text{Variable Costs}$

Hourly contribution of Value Added on Variable Costs is used when dysfunction components are expressed in absolute time value: $HCVAVC = VAVC / \text{Total Effective Work Hours}$.

2.6 Population and negotiating the intervention

The population of actors in the qualimetric methodology extends to include all actors in the organizational context. The method introduces the **HORIVERT** process to segment the ecology of the research target into one horizontal cluster and several vertical clusters (Savall & Zardet, 2004, 2011).

The horizontal cluster stands on top of the organization, and includes executives and top management. The horizontal cluster -Cluster A- gathers the functions that draw strategic decisions, route communications among departments, and are decisive in instituting coordination practices among operational segments.

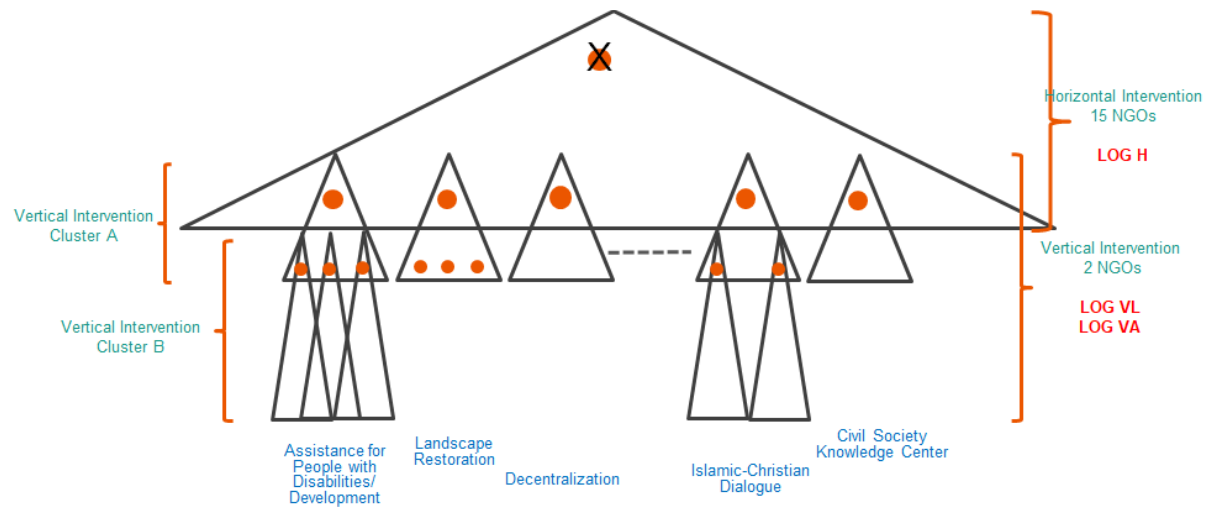
A vertical cluster circumscribes an operational department, and includes all department actors with at its summit a manager who is part of the horizontal cluster. Subsequently, when the spatial, demographic or technical dimensions warrant compartmentation, vertical clusters cascade into sub-clusters to cover the totality of the organization. This seemingly hierarchic system "is composed of interrelated subsystems, each of the latter being in turn hierarchic in structure until we reach some lowest level of elementary subsystem." (Simon, 1996:184).

It is worthwhile to note, “in human organizations the formal hierarchy exists only on paper; the real flesh-and-blood organization has many inter part relations other than the lines of formal authority.” (Simon, 1996:185). However, the HORIVERT clustering method provides a schema for effective sensemaking of the human system under study, while providing the potential to uncover the relationships between people and structures, whether hierarchical, rhizomatic, or random. Moreover, this schematic yet flexible representation of the organization, could represent any social structure, any cluster of social structures whether interrelated or not, as it could cover a whole community.

2.6.1. The effective population

In the specific case of this study, the researcher worked with several civil society organizations towards enhancing cooperation. A **highly decentralized and headless hierarchy** represents the sample formed, where in cluster A sit all the heads of the organizations, and clusters B represent the participating organizations (Figure 3).

Figure 3: The effective population clustered following the HORIVERT process



Fifteen Lebanese non-governmental organizations were chosen to participate in the purposive convenience sampling. Seventeen NGOs in total were contacted at first. Two declined the invitation. One NGO working on water governance declined the invitation citing international engagements and lack of personnel. The second one is a small NGO advocating sustainable agriculture and working from a peripheral village. Their declared reason is the difficulty to drive to the capital for plenary meetings.

Participants represent the diversity of civil society by activity type, size, age, location, and structural form. The longitudinal nature of the research, the foreseen immersion in organizational settings, and the sensitive information that might be accessed commanded the researcher to resort to personal or referenced acquaintances to form the sample.

One to four persons of each NGO were selected to be interviewed, all of them from the higher echelons of the organization (founder, president, executive director, director of external relations, chief financial officer ...), with only one person representing each organization in plenary meetings. A special consideration was given to prevent the formation of clans based on activity types, previous cooperation between constituents, and size.

The final sample included: (1) a large decentralized NGO-turned-social enterprise for persons with disabilities, (2) a small organization that benefits from the support of a large university and working on religious dialogue, (3) the local chapter of an

international NGO working on decentralization, (4) a small sized environmental advocacy, (5) a medium sized foreign funded project turned NGO working on landscape restoration, (6) a founder-president micro-sized structure advocating peace journalism, (7) an inclusion oriented small NGOs, (8) a peripheral medium sized volunteer-based women empowerment organization, (9) a new NGO founded by a veteran of drug rehabilitation and prison reform, (10) a medium sized public space advocacy group, (11) a sizeable volunteer-based NGO with high visibility dedicated for the medical treatment of underprivileged children, (12) a civil society activists alumni working on governance, (13) a medium sized research center dedicated to civil society, (14) a not-for-profit network of businesses advocating corporate social responsibility, (15) and a large though peripheral development NGO. Table 2 summarizes the effective NGO population.

Table 2: Descriptive table of effective NGO population

| <u>Identification of the organization</u> | <u>Formative Experience</u> | <u>Members</u> | <u>Location</u> | <u>Affiliation</u> |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|---------------------------------------|
| Assistance of people with disabilities turned social enterprise | Five scout friends decide to help war injured | 600 employees, International & local volunteers | Decentralized, 27 centers, Headquarter in Beirut | National with Branches in France & US |
| Landscape restoration | Project financed and managed by US government agencies | 22 employees | Beirut office, Nation-wide outreach | National |
| Decentralization | Local chapter of an international organization | 6 employees | Beirut office, Nation-wide Outreach | International |
| Islamic-Christian dialogue | Volunteers from institute of religious studies | Volunteers, project oriented | Housed in a Beirut university, Nation-wide outreach | National |
| Civil society knowledge center | Volunteer initiative online platform to coordinate aid during crises | 12 employees | Beirut office, Nation-wide outreach | National |
| Inclusion of the differently abled | Volunteer initiative led by a mother of a differently abled kid | Volunteers | Beirut office, Nation-wide outreach | National |
| Women empowerment | Local initiative by women in a peripheral village | Volunteers | Peripheral rural area, Local outreach | National |
| Prison reform & drug rehabilitation | Volunteer initiative started by a veteran of prison reform and drug rehabilitation | Volunteers | Works from Beirut, National outreach | National |
| Public space advocacy | Student initiative to connect through cultural activities, and life-skills workshops | 6 employees | Beirut office, Nation-wide outreach | National |

| | | | | |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------|---------------|
| Medical assistance for underprivileged kids | Volunteer initiative by practicing heart surgeons to operate needy kids | Volunteers | Beirut office, Nation-wide outreach | National |
| Peacebuilding journalism | Initiative spun out of a workshop on journalism | 2 employees | Office in urban area close to Beirut, Nation-wide outreach | National |
| Good governance advocacy | Alumni of US funded NGOs and grants | 3 employees | Office in Beirut, National outreach | National |
| Corporate social responsibility advocacy | Local chapter of United Nations Global Compact | 2 employees, Membership is businesses | Housed in a Beirut university, Nation-wide outreach | International |
| Local development | Founded by an academic living in a rural area to help the ultra-conservative and underdeveloped communities | Undisclosed number of employees | Office in a peripheral city in a urban area, Local outreach | National |
| Environmental advocacy | Volunteer initiative to engage citizens in environmental issues | 3 employees | Beirut office, Nation-wide outreach | National |

2.6.2. Negotiating and planning the intervention

The Lebanese civil society is secular and active, though under constant challenges, because of both the scarcity of resources and the gaps in government, social protection, and market mechanisms. Innumerable attempts to coalesce NGOs failed to deliver. Many associations participated in these attempts with bitter results. Coalition failures, appended with over-expectations, over-promising, and immersion in political maneuvers, eroded the credibility of civil society organizations and the trust of both the public and donors. Therefore, studying cooperation represented an interest for NGOs and their stakeholders. However, negotiating the intervention was delicate because it requires openness and disclosure of sometimes sensitive information.

The researcher, a decade old civil society activist and founder of a non-profit organization, has relations and personal acquaintances with a number of NGOs. The negotiation of the intervention proceeded by contacting NGOs to introduce the goal and methodology of research. Seventeen NGOs operating in Lebanon and registered as Lebanese were contacted in total. Fifteen of them welcomed the intervention, and two declined. A volunteer-based water advocacy organization based in the capital, cited lack of available time and international engagements. The other one is a peripheral NGO working in a rural area, mentioned remoteness and the difficulty to come to the capital city to meet the other NGOs.

The convenience purposeful sampling was based on bringing on to the pool a representative diversity of organizations, in size, advocacy subjects, management styles, formative experiences, years of operation, geographic dispersion, and notoriety. The academic character of the research, the clarity of its objectives, and the personal introduction of the researcher facilitated the buy-in of organization leaders. The first encounter with the leaders served to negotiate the objectives of the latter in joining the research. All cited the lack of academic research on the subject, and the duty of NGOs to cooperate with academia. Some mentioned an instrumental interest in building coalitions while several of these NGOs were active in the pursuit of coalitions that were dragging on.

Past the diagnosis, the **implementation phase** of the research requires a consistent engagement by actors. **Five NGOs were retained** for this phase as schematized in figure 3. Those were the NGOs working on assistance for people with disabilities, landscape restoration, decentralization, Islamic-Christian dialogue, and civil society knowledge center.

The HORIVERT representation of the population demonstrated the need **to intervene vertically in-depth**. A vertical intervention, which is a full-fledged intervention in partner organization required choices to be made by the researcher, and were subject to separate negotiations that will be related in the following chapter. The choice however, fell on two participating organizations that exhibit salient differences. The first is a thirty-four-year-old organization with six hundred employees, local roots and strong French oriented education and relations. The second is a ten-year old, twenty two employee organization that started as a project financed and controlled by US public agencies, with strong influence from the latter.

Despite the obvious difference in size, management styles, and advocacy subjects, the dominant languages used in one or the other, French or English for that matter, accentuated the dichotomies. Nonetheless, cooperation was high on the agendas of both organizations.

The planning of the research proved to be a daunting task because of the need to coordinate among NGOs that had little or no previous experience with each other, and because starting a certain point, the interorganizational intervention, and two intra-organizational ones were running simultaneously. Figure 4 represents the research

planning.

Figure 4: Research Planning



2.7 Body of hypotheses

Applying the principles of the qualimetric methodology starts early in the game. The hypotheses in intervention research are devised to link theory with practice; practice being the change path as conducted on the field. A hypothesis in quantitative research is a fixed statement that monopolizes the whole research to either confirm or refute. Qualitative research, in contrast, calls it a proposition because it stands in opposition to quantitative research, and looks neither to confirm nor to refute the statement. It is constructed with a minimal concern for generalizability. In intervention research, the body of hypotheses is a dynamic construct that evolves with the advancement of research. It is anchored in the observation of field data, and illustrates the exploratory discovery (descriptive), its interpretation (explicative), and the occurring change (prescriptive) (Savall & Zardet, 2011). Observation is central to the validation of hypotheses, and subsequently to the construction of scientific knowledge, that comes out as practical, replicable, and ultimately, transferable. Knowledge, after all, “comes into being only because we observe it.” (Du Sautoy, 2016:169).

The research starts with a central hypothesis, because it is “impossible to embark upon research without some idea of what one is looking for and foolish not to make that quest

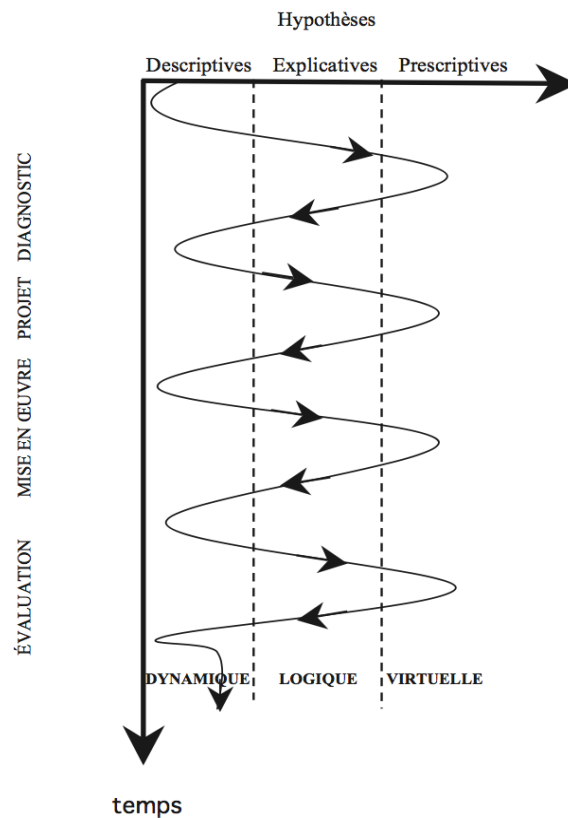
explicit” (Wolcott, 1982:175). In this sense, the central hypothesis gives basic orientation to fieldwork (Miles & Huberman, 1994). The central hypothesis as expressed in the problematic of the research is the following:

CH: Dysfunctions are ubiquitous in the relations and communication among Lebanese NGOs. Developing inter-organizational cooperation reduces the impact of dysfunctions, and improves the effectiveness and efficiency of partnering organizations.

As the research advances inductively, the central hypothesis is broken down into a set of (a) conceptual hypotheses addressing theoretical aspects, and (b) operational hypotheses addressing managers’ concerns, informing and stimulating their actions (Barin Cruz, 2007; Gavard-Perret et al., 2012). This continuous movement of knowledge production oscillating between descriptive, explicative and prescriptive hypotheses is represented in figure 5.

Figure 5: Representation of the evolutionary path to breakdown the central hypothesis into a body of descriptive, explicative, and prescriptive hypotheses. (Savall & Zardet, 2004).

Cas de la recherche-intervention socio-économique à
visée transformative en sciences de gestion
(Savall, Zardet, 2004)



Accordingly, the body of hypotheses that developed along the advancement of the interorganizational research is delineated hereinafter under guiding threads, and into descriptive, explicative, and prescriptive hypotheses. The body of hypotheses will also be represented in table form to illustrate the connections between the descriptive, explicative, and prescriptive levels.

2.7.1. Descriptive hypotheses

Descriptive hypotheses relate the dysfunctions in NGO cooperation as voiced by respondents. The latter centered their description around three guiding threads: strategic considerations, procedural considerations, and common language.

2.7.1.1 Strategic considerations

The first guiding thread groups descriptive hypotheses in connection with Strategic Considerations.

DH1: There is a lack of clarity in the strategic orientation of individual NGOs, and their partisan politics and confessional affiliations create adverse effects on interorganizational cooperation.

DH2: The lack of knowledge about the internal decision making processes, added to not taking into consideration the diversity in leadership styles and management modes of individual NGOs, results in unrealizable mutual expectations.

2.7.1.2 Procedural considerations

The second guiding thread draws on the procedures, formal or informal, general or specific.

DH3: Burdening procedures that organize cooperation among NGOs, especially when they come to add to an internal procedural load, result in disregarding them.

DH4: The absence of procedures that are applicable, in order to organize information sharing, and the nature, modes, and frequency of communication, result in asynchronous engagement and actions.

DH5: Inequality in the visibility and exposure creates deleterious tensions among cooperating NGOs.

DH6: The absence of focal points in individual NGOs including their replacement in case of absence, or when the extents of their prerogatives are not clear, cause ambiguity in commitments with detrimental effects to cooperation.

2.7.1.3. Common language

The third guiding thread, called Common Language, groups the descriptive hypotheses that relate to aligning reporting and training needs, the level of commitment to inter-organizational projects and meetings, and the etiquette of social interaction at the inter-organizational level.

DH7: Differences in the reporting proficiency, competency levels, language used, and degrees of formality in interpersonal manners, create dysfunctions and hidden tensions that generate conflict.

DH8: The lack of commitment to deadlines and meetings, especially when NGOs have low interest in a project, or lack of staff, or when the NGO is volunteer-based, calls for loss of trust and disengagement from partners.

2.7.2. Explicative hypotheses

The explicative hypotheses are root causes of descriptive hypotheses. They are the result of the observation of the intervener researcher, and protrude salient ideas that underlie the latter, and that participants might omit to express, though manifest in their representations.

On the strategy level, root causes as observed, originate in stymied past cooperation projects resulting in a lack of trust in the other, either because of polarizing partisan politics, alternatively, because NGOs need to cooperate for effectiveness, efficiency, or survival, while competing for resources. Hence, EH1 and EH2 are expressed as follows:

EH1: Previous cooperation experience ingrained a lack of trust in other NGOs, especially that they need to cooperate for effectiveness and survival, while competing for resources.

EH2: The apprehension from hidden political or confessional affiliations impede trust building among NGOs.

The more acute hurdle being the difference in the conception of the role of NGOs in

society. Some NGOs consider themselves as the democratic representatives of society at par with parties, parliament, and other representative structures. Another conception considers NGOs as representatives of their members, and lobbyists for a specific cause. The different conceptions are related to the formative experiences of members. Therefore:

EH3: Conceptual discordance about the role of NGOs in society embeds tensions and antagonism in orientations and actions.

On the procedural level, the proliferation of the culture of compliance imposed by the main purveyors of funds to civil society, that is foreign government agencies, and their visibility requirements, gave primacy to form over content, therefore EH4 is expressed as follows:

EH4: Plying to the requirements of donors, giving primacy to procedures and visibility, primed compliance over effectiveness in social advocacy and efficiency in resource allocation.

The last explicative hypothesis relates to two major issues underlying civil society action, it is expressed as follows:

EH5: The personification of NGOs instead of seeking institutionalization, and the high staff turnover, causes constant loss of competencies and consistency in cooperation projects.

2.7.3. Prescriptive hypotheses

The prescriptive hypotheses are conceived to change the relationship between cooperating NGOs. They are formulated to be totally or partially tested throughout the research. The lay of the land delineated in the descriptive hypotheses is the basis ground for improvement, and henceforth, the subject matter of the prescriptive hypotheses. The latter are a result of deliberations within transversal project groups formed by participants and facilitated by the researcher to bring answers to the descriptive and explicative hypotheses.

The prescriptive hypotheses are hence tied to the guiding threads that delineate the descriptive. They are grouped under Strategy, Leadership and Decision Making, Common Resources, Adaptation of Procedures, and focal point-communication-information sharing.

2.7.3.1. Strategy

PH1: *Thematic strategies and project-based cooperation protrudes a common strategic orientation that responds to the interests of individual NGOs and enhances their commitment.*

PH2: *Coordinated strategies [in synchronized decentralization] accommodates and benefits from various advocacy styles without jeopardizing individual positioning.*

PH3: *Restraining politically sensitive issues thwarts partisan alignments and enhances cooperation.*

PH4: *Cooperating with few NGOs that share the drive towards efficiency and commitment, while outlining the material and non-material incentives that motivate the commitment, assures the perrenity of cooperation.*

PH5: *Reviving the civic spirit, commitment to social causes, and recruiting youth that have become more cause-driven, helps retain talent that was drained towards international NGOs.*

2.7.3.2. Leadership and decision making

PH6: *Clarifying management styles and internal decision-making processes to partners rationalizes expectations thus reducing conflict possibilities.*

2.7.3.3. Common resources

PH7: *Considering the means to sustain a long-term engagement improves the chances to succeed cooperation.*

PH8: *Sharing a platform to communicate with the public (social media, mailing list...) enhances and diversifies the outreach including individual NGOs' outreach.*

PH9: *Sharing support functions, including recruitment, reduces the*

financial burden on individual NGOs, and improves their efficiency.

PH10: Housing support functions dedicated for the cooperation enterprise at partners' premises assures its sustainability.

PH11: Sharing training programs using individual resources, [e.g. NGOs dedicate a certain number of hours periodically for common trainings], rapproches competencies and language used in communications and reports.

PH12: Larger NGOs providing smaller NGOs with temporary locations enhances the sustainability of smaller NGOs and cooperation prospects.

2.7.3.4. Procedures, communication, information sharing

PH13: Simplifying the procedures, reviewing them routinely, and adapting them to the common interests and concerted deliverables enhances their adoption, helps manage expectations, and prevents emotional excesses.

PH14: The formalization of procedures, the ethics of professional commitment, and rules of transparency gradually builds up trust, especially when financial transactions are engaged.

PH15: Formalizing concerted procedures of visibility, especially when high stakes are at hand, reduces the chances of conflict and improves the chances of long term cooperation.

PH16: The appointment of a focal person in NGOs, including a known replacement in case of absence, then documenting communication and information by more than one person assures continuity.

PH17: A focal person that is somehow a leader in her organization, and not only a contact person, enhances commitment and promptitude in taking action.

2.7.3.5. Common language

PH18: Encouraging partners to professionalize through formalizing their organizational structures and task allocation, and delineating accountability, improves transparency towards partners, and facilitates

trust building.

PH19: Developing intra-organizational knowledge sharing and trainings, and tailoring them to the specific needs of individual organizations, enhances cooperation competencies likes proposal writing and budgeting, and brings to speed cooperation components.

2.8 Linking descriptive, explicative, and prescriptive hypotheses

The table form of the body of hypotheses (Table 3) provides visibility on the links between hypotheses.

Table 3: Body of descriptive, explicative, and prescriptive hypotheses.

| Descriptive Hypotheses | Explicative Hypotheses | Prescriptive hypotheses |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Considerations | | Strategy |
| DH1: There is a lack of clarity in the strategic orientation of individual NGOs, and their partisan politics and confessional affiliations create adverse effects on interorganizational cooperation | EH1: Previous cooperation experience ingrained a lack of trust in other NGOs, especially that they need to cooperate for effectiveness and survival, while competing for resources | PH1: Thematic strategies and project-based cooperation protrudes a common strategic orientation that responds to the interests of individual NGOs and enhances their commitment PH2: Coordinated strategies [in synchronized decentralization] accommodates and benefits from various advocacy styles without jeopardizing individual positioning PH3: Restraining politically sensitive issues thwarts partisan alignments and enhances cooperation PH4: Cooperating with few NGOs that share the drive towards efficiency and commitment, while outlining the material and non-material incentives that motivate the commitment, assures the perrenity of cooperation PH5: Reviving the civic spirit, commitment to social causes, and recruiting youth that have become more cause-driven, helps retain talent that was drained towards international NGOs |
| | | Leadership and decision making |
| DH2: The lack of knowledge about the internal decision making processes, added to not taking into consideration the diversity in leadership styles and management modes of individual NGOs, results in unrealizable mutual expectations | EH2: The apprehension from hidden political or confessional affiliations impede trust building among NGOs | PH6: Clarifying management styles and internal decision making processes to partners rationalizes expectations thus reducing conflict possibilities |
| | | Common resources |
| | EH3: Conceptual discordance about the role of NGOs in society embeds tensions and antagonism in orientations and actions | PH7: Considering the means to sustain a long-term engagement improves the chances to succeed cooperation. PH8: Sharing a platform to communicate with the public (social media, mailing list,...) enhances and diversifies the outreach including individual NGOs’ outreach PH9: Sharing support functions, including recruitment, reduces the financial burden on individual NGOs, and improves their efficiency PH10: Housing support functions dedicated for the cooperation enterprise at partners’ premises assures its sustainability PH11: Sharing training programs using individual resources, [e.g. NGOs dedicate a certain number of hours periodically for common trainings], rapproches competencies and language used in communications and reports PH12: Larger NGOs providing smaller NGOs with temporary locations enhances the sustainability of smaller NGOs and cooperation prospects. |
| Procedural Considerations | | Procedures, communication, information sharing |
| DH3: Burdening procedures that organize cooperation among NGOs, especially when they come to add to an internal procedural load, result in disregarding them | EH4: Plying to the requirements of donors, giving primacy to procedures and visibility, primed compliance over effectiveness in social advocacy and efficiency in resource allocation. | PH13: Simplifying the procedures, reviewing them routinely, and adapting them to the common interests and concerted deliverables enhances their adoption, helps manage expectations, and prevents emotional |
| DH4: The absence of procedures that are applicable, in order to organize information sharing, and the nature, modes, and frequency of communication, result in asynchronous engagement and actions | | PH14: The formalization of procedures, the ethics of professional commitment, and rules of transparency gradually builds up trust, especially when financial transactions are engaged |
| DH5: Inequality in the visibility and exposure creates deleterious tensions among cooperating NGOs | | PH15: Formalizing concerted procedures of visibility, especially when high stakes are at hand, reduces the chances of conflict and improves the chances of long term cooperation |
| DH6: The absence of focal points in individual NGOs including their replacement in case of absence, or when the extents of their prerogatives are not clear, cause ambiguity in commitments with detrimental effects to cooperation | | PH16: The appointment of a focal person in NGOs, including a known replacement in case of absence, then documenting communication and information by more than one person assures continuity PH17: A focal person that is somehow a leader in her organization, and not only a contact person, enhances commitment and promptitude in taking action |
| Common Language | | Common Language |
| DH7: Differences in the reporting proficiency, competency levels, language used, and degrees of formality in interpersonal manners, create dysfunctions and hidden tensions that generate conflict | EH5: The personification of NGOs instead of seeking institutionalization, and the high staff turnover, causes constant loss of competencies and consistency in cooperation projects. | PH18: Encouraging partners to professionalize through formalizing their organizational structures and task allocation, and delineating accountability, improves transparency towards partners, and facilitates trust |
| DH8: The lack of commitment to deadlines and meetings, especially when NGOs have low interest in a project, or lack of staff, or when the NGO is volunteer-based, calls for loss of trust and disengagement from partners | | PH19: Developing intra-organizational knowledge sharing and trainings, and tailoring them to the specific needs of individual organizations, enhances cooperation competencies likes proposal writing and budgeting, and brings to speed cooperation components |

2.9 Conclusion

Intervention research is a design science that seeks to understand and change human systems, developed as a generic paradigm that benefits from a long-standing cumulative experience. It is positioned as a pragmatic approach that connects theory and practice, and transferability and context, through abductive iterations and intersubjectivity (Morgan, 2007). It provides an integrated epistemology that links the operational methodology with philosophical underpinnings, consequently providing a robust research design that adds rigor and generalizability to constructivism, and relevance to post-positivism, thus bridging epistemological paradigms.

The illustrated population and body of hypotheses will be further exploited in the following chapters.

Chapter 3: Diagnosis findings: Interorganizational and intra-organizational levels

3.1 Introduction

The conceptual framework of this research seeks emerging ideas and transformation that could affect design, quality, or practice in organizations (Savall & Zardet, 1995; Kaplan, 1998; van de Ven & Poole, 1995). This movement, sought over time, commends describing the interorganizational and intra-organizational statuses at start, and the path towards the transformation. Therefore, this chapter starts with a paragraph recounting the course of the intervention, followed by a paragraph that introduces the two NGOs that became the subject of the vertical intervention. A third paragraph unfolds the interorganizational diagnostics at the beginning, and a fourth paragraph tells the intra-organizational start status. The fifth paragraph illustrates convergences and specificities among the NGOs, and between NGOs and their cooperation.

HORIVERT: Horizontal and vertical clustering.

The intervention design adopted for this research is an aggregation of three interventions. The horizontal intervention investigating cooperation took place in the cluster that grouped the higher echelon of the NGOs. The cooperation, as explained in the previous chapter, equated to a headless organization. The vertical interventions took place in two organizations, SPRING and RESTORE. SPRING intervention, in turn, ran horizontally among the top cluster of the organization, including the executive director and top managers, then vertically in their mobility program, and their human resources function. RESTORE intervention ran holistic and transversal. In order to prevent any ambiguity, the horizontal intervention will be called inter-organizational hereinafter; and the vertical interventions will be called intra-organizational. Horizontal, vertical, and transversal interventions will relate to intra-organizational interventions.

3.2 Course of intervention: Unfolding the operational methodology.

An intervention research is an overlap of scientific research and consulting. As process consultant, the researcher accompanies actors along a scientific process of observation, data collection and treatment, and consequently, the use of actionable information to initiate change. Similar to medical experimentation, intervention research uses a rigorous protocol, administers idiosyncratic treatment(s), and evaluates the transformation. In fact, an intervention research is an in-vivo experiment to improve prospects, which in this case addresses the dysfunctions of cooperation among Lebanese NGOs.

The starting point of the intervention is negotiating the objectives of the process, the methods and tools to be used, and then formalizing them in writing. However, the cooperative endeavor among NGOs is assimilated to a headless organization. Managers stand at the helm of their organizations, but no one leader is mandated to head the cooperation. Therefore, invitations to participate in the research were sent by mail; fifteen NGOs reverted with formal consent. Following the formal approvals to join the intervention, individual meetings were set to identify the objectives and the interests of organizational leaders in joining the intervention. The responses were unanimous about the need to know more about problems in civil society cooperation because of its importance in facing rising needs and declining funding.

Interviews of the interorganizational intervention: Collecting data.

Interviews with 29 actors ensued following the formal approvals (Table 4). Interview times ranged between 30 and 75min, with an average of 45 minutes. Interviews were documented by written notes and re-read to interviewees for approval. Quotes, translated into English when not expressed in this language, were re-written as needed to meet the approval of the interviewees.

The research strategy used semi-structured qualitative interviews to collect field note quotes. The interviews emphasized uncovering the dysfunctions. A basic content analysis technique was used to group field expression under families of dysfunctions, sub families, and pivotal ideas. The field note quotes were then grouped into baskets of dysfunctions, and later prioritized following their frequency, convergence, and consequences.

Three baskets of dysfunctions protruded, **Strategic considerations**, **Procedural considerations**, and what participants agreed to call **Common language**. The details are related in the next paragraph.

Table 4: Distribution of Interviewees, Diagnostic Interviews, Interorganizational Level

| <u>Identification of organization</u> | <u>Interviewees</u> | <u>Positions</u> |
|----------------------------------------------------------|---------------------|-------------------------------------------------------------------|
| Assistance of people with disabilities/Social Enterprise | 2 | Executive Head of center |
| Landscape restoration | 6 | Executive director Four program heads Head of communication |
| Decentralization | 3 | Executive director Head of communication Head of program |
| Islamic-Christian dialogue | 3 | General manager (volunteer) Two program managers (volunteers) |
| Civil society knowledge center | 1 | Executive director |
| Inclusion of the differently abled | 1 | Founder president (volunteer) |
| Women empowerment | 1 | Co-founder/active member (volunteer) |
| Prison reform & drug rehabilitation | 2 | Co-founders/active members |
| Public space advocacy | 1 | Co-founder/executive director |
| Medical assistance for underprivileged kids | 1 | Co-founder/active president (volunteer) |
| Peacebuilding journalism | 1 | Founder/executive director |
| Good governance advocacy | 3 | President (volunteer) Executive director Project manager |
| Corporate social responsibility advocacy | 1 | Co-founder/president (volunteer) |
| Local development | 1 | Founder/executive director |
| Environmental advocacy | 2 | President (volunteer) Board member (volunteer) |
| <u>Total number of interviewees</u> | <u>29</u> | |

Validating data: Mirror effect, expert advice, discussion of expert advice.

A plenary meeting to collectively validate data collected from the interviews is named mirror effect meeting. The mirror effect meeting was called to expose and to deliberate on the findings. One representative per NGO was invited. Actors collectively discussed findings and their classification. The mirror effect meeting was foundational in the process, because the ensemble of participating NGOs met for the first time, and took collective ownership of the information extracted from separate interviews. This was ultimately important and pivotal to form a collective image that became the strategic lay ground upon which further analysis and actions were built.

Importantly however, an intense discussion carrying on the role of NGOs in society ensued from the meeting. One group of NGOs defended the position that civil society organizations are the legitimate representatives of society, at par with political institutions. The other group held to a more reserved position claiming that NGOs represent only their constituencies, have a mission to advance their advocacy subjects or simply charity. The discussion did not reach a common ground and was analyzed further by the researcher for explanation and use in due course.

The results of this phase was summarized to the NGO leaders in an expert advice report presented in a concise format to allow action to be taken accordingly.

Putting data to use: Formation of project groups.

The process then accompanied participants to form cross-organizational project groups that undertook a deliberative exercise of proposing solutions to the baskets of dysfunctions. Project groups were formed during the mirror effect meeting with several NGOs participating in one or more of the project groups. Ground rules were set for the functioning of project groups, most importantly, that (a) project groups will **concentrate on addressing the baskets of dysfunctions that were assigned to them**, that (b) the **deliverables should be in the form of an action plan**, and that (c) the modality of **decision making within groups should be negotiated and agreed prior to anything else**. Project groups decided to adopt a majority-voting rule after giving enough time to build consensus. However, majority voting was not used, because the discussions took consensual turns in adopting propositions.

The same process used at the interorganizational was replicated at the intra-organizational level, with a notable difference. At the intra-organizational level, there is a leader, whether a president, an executive director, or a person appointed and delegated by them. The steering committee that accompanies the intervention is named and headed by the leader, as well as the internal intervener that assures the link between the researcher and the actors.

This fact assured an enhanced commitment as compared to the interorganizational level, where a leader had yet to emerge, and where decision-making is dispersed. It fell henceforth on the researcher to sustain commitment through intense communication with all parties, in order to assure the follow-up and the articulation of common decisions.

3.3 Presentation of SPRING and RESTORE

This paragraph introduces the objects of the interorganizational interventions. The NGO called SPRING for reasons of anonymity and discretion was subject to one horizontal and two vertical interventions. The NGO called RESTORE was subject to a transversal intervention.

3.3.1. SPRING: Assistance for people with disabilities/Social enterprise

Five friends taking action to support the increasing number of people with disabilities in the mid-eighties war-torn Lebanon, the non-profit organization called SPRING has since become a household name and a national leader in social development. Redefined as a social enterprise with a development-inspired slogan, SPRING has an employment base of 600 employees, 43% of them living with some kind of disability. The organization serves about 55,000 people, hosts 160,000 visitors in its 12 centers, and works each year with more than 80 municipalities, 1300 farmers, and a number of hospitals and vineyards. The services and products are conceived and delivered through five programs -Mobility and Health, Agriculture and Environment, Responsible Tourism, Social Support, and Youth Empowerment.

The organization has also established an international presence through SPRING USA

501(c)(3) non-profit and SPRING France. Their role extended beyond attracting international volunteers, expertise and funds, e.g. SPRING France conducts trainings and lectures on social entrepreneurship in universities in France, Lebanon and Tunisia. The leadership helms at SPRING are passing on to the second generation with the founders distancing themselves from management.

A consulting firm was called upon five years earlier to help re-organize the structure that was growing organically and unplanned. The consultants recommended a decentralized structure, proposing two models, mall and franchise. The mall model is where regional centers simply lease space for programs. SPRING adopted the franchise model, which empowers the regional centers. The programs, centralized at headquarters, were commissioned with innovation and quality control.

Negotiating the intervention, steering committee, internal intervener.

The researcher had met on several occasions the head of external relations at SPRING. A young and energetic person, she was the entry point to suggest this intervention; she is also the daughter of one of the two principal co-founders of the organization and its thirty-year general director. The founder had left his position as general director a few years ago, only to come back after faltering performance, then leaving again three years ago. He since has not set foot in the organization.

After explaining the intervention's purpose of academic publication, but also of practical change, the head of external relations immediately welcomed the intervention, and took it on her to convince the general director. In a second meeting, she described the organizational chart (Appendix 1). At the consultant's recommendations five years ago, the organization was restructured into three separate units reporting to the general director: Programs, Centers, and Support functions. The actual general director, himself promoted to his position from finance, remained as the head of support functions, thus occupying two spots.

The HORIVERT clustering of the organization adopted a horizontal level including the general director, the head of centers, the head of programs, and the managers of support functions; 11 individuals in total. The only one absent was the HR manager who was on an extended leave, but was re-included starting the mirror effect meeting on. The steering committee to accompany the intervention included the general director, the head of external relations, and the recently recruited head of quality.

The daughter of the founder has since amicably left the organization, and ceded her

position in the steering committee to her successor in external relations. Another notable change is the promotion of the head of finance to lead the support functions instead of the general director, who still kept another position as head of centers.

The engagement of the organizational leader is a stepping stone in intervention research, hence the importance of the meeting with him to explain the methodology and to define the objectives of the intervention. He had left a high ranking banking position to join SPRING, driven, as expressed by himself, by the social purpose of the organization. He was elevated in the ranks through the finance function, until promoted to become general director when the founder decided to distance himself. The general director welcomed this scientific intervention though with skepticism because of the number of academic research they had previously on-boarded. As the intervention advanced, the employees were actively engaged, and the practical character of the intervention became evident; the leader were more invested and became the driver and motivator.

The objectives of the intervention as set by the general director, reflected concerns about organizational sustainability, lack of institutionalization and efficiency, competency development, improving salary scales, and the problematic relation between centers and programs that ensued from the recent restructuring. Set objectives were expressed as follows:

- Identifying the internal dysfunctions, an auto-critique of sorts, to change the way things are done to improve the services delivered to the community and its development.
- Changing the organizational structure to assure the perennity of the organization through enhanced professionalism and efficiency, while preserving the same culture and spirit that drove its previous successes.
- Institutionalizing the organization, while preserving its traditional values and keeping the institutional culture loyal to that of the founders.
- Improve the relations between the “programs” and “regional centers”, and between the heads of regional centers and heads of the programs.
- Enhancing competencies and reducing resistance to change in light of the decentralization strategy that requires transversal competencies across the board.
- Allowing the employees to evolve in their functions and to improve their salary scale, in order to reduce the high personnel turnover that contributed to the loss of the spirit of “Help People in Difficulty”.

A part time internal intervener was assigned to follow the minutiae of the intervention and to coordinate and follow-up the actions between the actors themselves and with the researcher. The intervener researcher was replaced in due course due to a long leave of absence. Both demonstrated nimbleness and leadership, which facilitated the work.

Organizational chart, HORIVERT, introducing departments for vertical intervention.

The leadership highlighted systemic concerns like resistance to change and institutionalization, and performance concerns like service improvement, sustainability and personnel turnover. This commended a HORIVERT clustering process to capture the organization in the whole, and to identify the horizontal and vertical intervention schemes. The horizontal cluster included the general director, the head of centers, the head of programs, and the managers of support functions. Three vertical clusters were identified for their impact and the potential they carry: mobility program, HR function, and a regional center.

The mobility program was the foundational activity of the organization and its most notorious one. It was responsible for the production of wheelchairs and mobility equipment. After restructuring, it was confined to only designing products and quality control, with reduced personnel. Only three full timers and two part timers worked there. The head of mobility is a veteran of the organization with innovative and technical skills. He also has strong knowledge and a network of relations within the biggest client of the organization, the ministry of social affairs. He also holds insight and nurtures networks within other mobility stakeholders at the national level. Yet, he was becoming disengaged and bitter.

The second vertical cluster was the HR department, with eight employees. Adding to traditional HR, it was tasked with adapting jobs to employees with special needs, 43% of the workforce. Additional challenges to HR stemmed from the effort to decentralize, the transformation into a social enterprise, and a perceived generational rift.

The third vertical cluster was a twenty-five employee peripheral center that had challenges in invigorating the services. It is operating in a difficult region still thinly inhabited after its population was displaced during the 1975-1990 civil war.

Guided by the same methodology, the vertical interventions followed sensibly the same sequence of events as the horizontal one, with a notable difference. The vertical intervention comes closer to the base of the organizational echelons, and therefore, operational concerns take an ampler interest in the employees' expressions of dysfunctions. As operational concerns emerge, a second round of interviews is undertaken to translate the narrative expression of dysfunctions into quantitative and financial measures. Dysfunctions have impacts in terms of Over-salary, Over-time, Over-consumption, Non-production, and Non-creation of potential. The material indicators that measure their impacts are: Absenteeism, Occupational injuries, Staff turnover, Quality defects, and Direct productivity gaps.

Individual dysfunctions are appraised against the matrix of impacts/indicators. Their evaluation, when expressed in terms of time lost, uses the hourly contribution of value added on variable costs (HCVAVC) which represents the financial indicator of hourly human productivity. The amounts protruding from the quantification exercise are subjected to bias controls through, first, mirroring them to the actors themselves to initiate a critical discussion.

The intervener participates as a facilitator, but also to encourage actors to adopt the most conservative stance on the valuation of dysfunctions whenever there is interrogation. The results are then discussed with the higher echelons of the organization to form a conservative consensus. Quantifying the dysfunctions is an innovative approach that served as a reality check and revelation to actors.

At the third vertical cluster, the peripheral center, and after the initial phase of qualitative interviewing, the leadership decided to stall the process. It had taken the decision to include the center in a holistic intervention it was contemplating for the near future. The purpose of the intervention it was planning is to overhaul the organizational strategy. However, at the time of writing this dissertation, a forest fire that broke into the center destroyed it almost completely.

3.3.2. RESTORE: Landscape restoration.

The second non-governmental organization, named RESTORE, was launched in 2010 to work on landscape restoration. Starting out as a foreign-funded project, the organization was managed by the donor's agency. After a transition period; the helms were passed on to locals as of late, without giving any funding assurances. The transition period witnessed a refocusing of the mission towards a participatory approach engaging local communities in landscape protection and restoration, a beginning of diversification in resources, and growth in the workforce. The number of employees expanded from ten to twenty-two in the last two years, and budget to about three million USD per year. The number of employees is comparatively thin because the major part of the labor-intensive fieldwork is subcontracted to municipalities, partners from civil society, and contractors. The employees are essentially tasked with designing, monitoring, counseling, and providing technical support for implementers. The success of the organization in establishing a solid regional reputation of quality and effectiveness, and a national reference in reforestation, are appended by the challenge of financial sustainability because of competitive bidding and the diminishing funding opportunities.

Negotiating the intervention, steering committee, internal intervener.

A former civil society activist, the researcher approached the executive director of the organization. The American educated PhD in forestry welcomed the intervention as part of her drive to improve the organizational performance. Initiatives were already underway, particularly, installing an ERP system and moving office. The objectives of the research were defined in rather wide terms, and pragmatically aligned with the executive director's concerns, that is to:

- Collectively uncover organizational weaknesses.
- Identify performance improvement measures.

The research question was therefore set on whether there are dysfunctions in the organization, and how to engage actors in corrective action. The laudatory appraisals from the former -procedure stringent- funding stream, and the comparative performance records of the NGO against peers eased the executive director into a preconceived state of mind suggesting that if dysfunctions there were, those would be minor.

The intervention started with three meetings with the executive director to negotiate the

intervention, beginning with the identification of its objectives as perceived by her. The second meeting was set to draw the organizational chart that was being re-written and to explain the intervention methodology. The meeting also broached the engagement required from the personnel, the appointment of a steering committee and an intervention assistant that would play the role of internal intervener, scheduling meetings and following up on the timeline.

For the steering committee, the executive director chose the chief financial officer, and her personal assistant whom she was pushing up the ranks because she demonstrated leadership and initiative when offices were being moved to a new location. The decision to assign an internal intervener proved worthy, first, because actors are frequently away from the office visiting forestry sites, and secondly, because they are mostly outdoor-ish characters and field oriented. The internal intervener assured an effective follow-up. The third meeting was used to formalize the beginning of the intervention, and to interview the executive director about organizational dysfunctions in line with the socio economic approach to management.

Organizational chart, transversal intervention.

Uncovering the organizational chart proved a delicate task. Originally, RESTORE was directly managed by the foreign funding stream, therefore, had stringent and relatively massive procedures. Compliance to the funding stream's procedures was conceivably prioritized. Paradoxically, the organization had a small team driven by a motivating cause, and a convivial atmosphere that assured team cohesion. A change in the external conditions where the organization had to seek funding competitively was impinged with changes in the internal environment stemming from growth in the number of employees and diversification of competencies. The overlapping changes brought survival challenges. The change of structure and functioning is a classic example of growing organizations. Especially veterans apprehend additional layers and the growing distance between organizational functions, and between them and the head of the organization. The size of the organization, the flat structure it had so far sported, and the undergoing reflexion to restructure (organizational chart in appendix 2), justified a transversal and holistic intervention engaging all twenty-two employees.

3.3.3. SPRING/RESTORE Comparative table

The comparative table (Table 5) provides visibility on the description of SPRING and RESTORE.

Table 5: Comparative Table SPRING/RESTORE

| | <u>SPRING</u> | <u>RESTORE</u> |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Domain of activity | Assistance for people with disabilities, local development | Landscape restoration, forestry |
| Year of foundation | 1985 | 2010 |
| Foundational event | Grassroots, five scout buddies taking action during wartime | Foreign funded (government agency) project in post-war Lebanon |
| Employment base | 600 employees, many foreigners, 43% of employee base with some kind of disability. Labor-intensive production is mostly kept indoors. | 22 employees mainly tasked with designing, monitoring, counseling, and providing technical support. Labor-intensive fieldwork is subcontracted. |
| Yearly budget | 12 million US Dollars (about) | 3 million US Dollars (about) |
| Structure | Decentralized, 12 centers | Centralized, subcontracts field activities to municipalities, subcontractors, partner NGOs |
| Services and products | Mobility and health, agriculture and environment, responsible tourism, social support, youth empowerment (delivered in 53 different business models ranging from in-house production to social services) | Landscape management, climate change resilience, environmental education, environmental advocacy, research |
| Outreach | Household name, serves 55000 people all over the Lebanese territory, hosts 160000 visitors per year, 80 municipalities, 1300 farmers | Operates all over the Lebanese territory on public land, 101 communities engaged |
| International presence | France, USA to attract funding, volunteers, and deliver social entrepreneurship education | Regional (middle east) reputation |
| Undergoing restructuring | Decentralization towards empowering centers, while maintaining programs and support functions centralized | Rethinking programs, introducing ERP |
| Leadership | Passing to the second generation after thirty years founder/executive | Transforming from direct management by foreign funding stream, to employee led organization |
| Clustering and intervention | Horizontal cluster and 3 vertical clusters | Transversal and holistic |
| Steering committee | General director, head of external relations program, head of quality | General director, assistant general director, finance manager |
| Procedural aspects | Recently developing system after organic development not prioritizing procedures | Stringent, abiding by funding stream requirements |

3.4 Interorganizational diagnostic findings

3.4.1. Diagnostic statistics

At the interorganizational level, and for a total of 29 interviewees from 15 NGOs, statistical findings point to 369 dysfunctions expressed in field note quotes, grouped under 76 key ideas. The distribution into themes points to a majority of dysfunctions under the Strategic Implementation 42.3%, followed by Work Organization and Cooperation-Communication-Coordination 17.9% each, Integrated training 11.1%, Time management 5.7%, and Work conditions 5.1%.

At the intra-organizational level, starting with SPRING, interviewed employees were a mixture of veterans of the organization and new recruits, different age brackets, previous beneficiaries from underprivileged communities and not, civic militancy background and business, several nationalities and coming from different walks of life, promoted from within or recruited directly to managerial positions. SPRING statistics show 165 dysfunctions stemming from 11 individual interviews, classified under 73 key ideas.

At RESTORE, the number of employees was limited to 22, with blurred functional lines, and several actors assuming multiple roles. Therefore, a holistic approach was warranted. A transversal intervention broaches all organizational levels and functions simultaneously. Fourteen individual interviews and one group interview were conducted, resulting in 151 dysfunctions voiced by organizational actors, grouped into 82 key ideas.

Diagnostics show close similarities in their statistics range, except in the distribution of dysfunctions. The highest number of concerns came in expressions about strategic implementation followed by work organization, both for NGO cooperation and inside SPRING. Dysfunctions about communication-coordination-cooperation came in second place at the interorganizational level, at par with work organization. RESTORE's most concerns were about work organization, and strategic implementation coming second. The diagnostic statistics table (Table 6) illustrate the similarities and differences.

Table 6: Diagnostic statistics table

| | Interorganizational 15 NGOs | Intra-organizational SPRING | Intra-organizational RESTORE |
|------------------------------------------------|--------------------------------|--------------------------------|---------------------------------|
| Number of interviews | 29 | 11 | 14 |
| Number of dysfunction quotes | 369 | 165 | 151 |
| Number of key ideas | 76 | 73 | 82 |
| Average number of dysfunctions per interview | 13 | 15 | 11 |
| Distribution of dysfunction quotes | | | |
| Strategic implementation | 42.3% | 46.1% | 21.2% |
| Work organization | 17.9% | 31.5% | 28.5% |
| Communication- Coordination- cooperation | 17.9% | 8.5% | 16.6% |
| Integrated training | 11.1% | 4.2% | 15.9% |
| Time management | 5.7% | 4.2% | 9.9% |
| Work conditions | 5.1% | 5.5% | 7.9% |

3.4.2. Descriptive findings: Lay of the land

The condensation and analysis process of interview data and observations, yielded pivotal ideas that obey to criteria of frequency, convergence, and effect analyzed by the intervener and in deliberation with actors. The effect is perceived in time, space, psychological, sociological, organizational, economic, and financial consequences.

Pivotal ideas revolved around operational differences between NGOs. One pivot concerns whether a synchronization of procedures is feasible and effective despite structural differences in the management modes and the engagement of the respective actors. Another pivotal idea addresses what participants call a common language or

culture, in the sense of the deontological relations among members, the role and interactions with society, and the relation with funding streams. In addition, and not the least, the pivotal ideas about strategic considerations range from questions about transparency in strategic orientation and intra-organizational decision making processes, to whether cooperation among NGOs should be project centered or more encompassing.

The pivotal ideas, as explained in the methodology section, sort dysfunctions into baskets that are then taken up by project groups deliberating and proposing solutions. The next sections order the pivotal ideas by the perceived magnitude of their impacts, and include references to their frequencies in respondent expressions. However, frequency in qualitative research is not to be considered at its face value, rather it is a mere indication of prevalence of expression, parsimoniously summarizing the convergence of respondents' perception. Therefore, the narration of pivotal ideas, as per the adopted methodology renders the distribution and frequency prevalence in a subtle form, noting that the mention "Always" reflects >90% of responses; "Very often", 65-89%; "Often", 50-64%, "Quite often", 30-49%; "Sometimes", 15-29%; and "Rarely", 1 – 14% (Savall, Zardet, & Bonnet, 2008).

3.4.2.1. Strategic considerations

The strategic considerations thread addresses the pivotal ideas of (a) **Clarity of strategic orientation and the adverse effects of political and confessional affiliation**, and (b) **openness about leadership and management styles**. The pivotal ideas are explained below in the context and supported by an illustrative selection of field note quotes. The full list of field note quotes is found in appendix (Appendix 3).

The strategic orientations of individual NGOs are not clear, and there is persistent doubt about political and confessional affiliations that could greatly affect interorganizational cooperation.

Mentioned by all actors, the lack of clarity in strategic orientations comes because of management laxness, or lack of proficiency in setting and communicating, to their constituencies, congruent strategies and objectives. This was mentioned for example by

a respondent saying, *“We have cooperated previously with local NGOs to get their voices to be heard and to assess their needs, but discovered that most of them did not define their objectives, nor their vision”*. The lack of clarity could also be a result of political affiliations that drive towards either hidden agendas or partisan politics that obstruct cooperation, as clear in the often occurring quote *“Political and confessional affiliations prevent NGOs from cooperating with other NGOs”*. All mentioned another major reason for the blurriness in strategic orientation. It is when NGOs claim cooperation only to compete for visibility and funding. This was always mentioned, as illustrated by *“There is a hidden agenda. We are competing for the same resources; we need visibility to attract funds”*. All these concerns are summarized in the quote of yet another respondent mentioning *“This is the main issue, if the strategic orientation is clear, everything else falls in place; but there are hidden or conflicting orientations, partly cultural, and partly because we are a small market (funding availability)”*.

The lack of transparency towards partners about how decisions are taken internally and the degree of empowerment of NGO representatives.

Over-expectations and the subsequent deceptions were the results of this pivotal idea very often mentioned by respondents. The mentions reflected either a lack of structure or lack of delegation. The first is illustrated by *“If the NGO does not have a basic structure that is clear to all partners. NGOs do not have enough visibility on the work processes of the other NGOs”*. The second is concerned with the delegates that represent NGOs *“without any empowerment for the people that are closer to the field or communicating directly with other NGOs”*.

3.4.2.2. Procedural considerations

The procedural considerations thread addresses (a) the burden that additional procedures brings above procedural saturation, (b) the applicability of communication and information sharing, (c) organizing visibility among partners, and (d) focal points in NGOs.

Cooperation procedures are disregarded because they add to an overload of procedures required to secure funding.

NGOs are subject to a heavy body of procedures that add to *"the workload caused by the reporting burden that come with financial funds"*. Therefore, the procedures ordering, *"Rules and regulations are not always respected or applied, especially among the young generation who lacks experience"*. The additional burden of cooperative procedures is therefore denied, or outright rejected.

The mode, frequency, and nature of communication are not well organized to allow equal engagement and action synchronization.

The concern about the system of information sharing and coordination is potent, omnipresent, and multidimensional. Touching on several aspects, some respondents defined the problem by *"the definition of information roles and information to circulate is not clearly defined"*, others by its frequency *"when there is no regular and frequent transmission of information between the NGOs"*, or by compatibility *"If the procedures of transmission of information are not compatible among NGOs"*. Another dimension often touched on the communication between field actors that operate remotely from head offices and that are usually more engaged in cooperation, which also reflects concerns about internal communication problems affecting cooperation like the quote that *"Not sharing information with colleagues, might impact relationship with other"*.

Cooperation is not sustainable if it does not provide equal visibility to NGOs to attract funding.

The concern about visibility was always present in the assessment of NGOs about cooperation. Visibility is germane to attract funding, and therefore *"When you put NGOs together there are conflicts, they compete for visibility, for example When the visibility of the most experienced party sucks all the visibility"*. Regulating the visibility in

cooperative endeavors is therefore a worrisome because “*Visibility for all partners is a key component in the relation between NGOs*”, especially “*When the visibility of the most experienced party sucks all the visibility*”. In fact, sometimes “*There is no genuine interest in the advocated subject, rather the participation is based on convenience, search for visibility, or available funding*”, therefore, and this aligns with the strategic orientation mentioned earlier, “Whenever you submit for a grant the base of a strategy should be set for the coalition, but when the coalition is set only for the purpose of visibility, it becomes problematic”.

The absence of focal points in individual NGOs including their replacement in case of absence, or when the extents of their prerogatives are not clear, cause ambiguity in commitments with detrimental effects to cooperation.

Assigned focal points are essential to articulate NGO cooperation. Their role is essential not only in transmitting information and in conveying resolutions in both directions, which is between the cooperative enterprise and the individual NGOs and vice versa. However, their repeated social interaction helps build trust relational know-how. Therefore, a concern that was always present in respondents perceptions was that “*When there is no focal point in other NGOs, it can generate problems between partner NGOs*”, or expressed in communication terms such as “*If there is no focal point to assure effective communication between NGOs*”. The trust factor stemming from the scrutiny of the focal point also ran in both directions where the “*Absence of a focal point could be both because of a lack of trust, and a source of mistrust*”. However, other modus operandi dysfunctions were expressed often in terms of regulating the absence like when “*There is no one to take over when the focal point is not available*”, and the more frequent expression relating to prerogatives expressed by the “*Bypassing focal points through the hierarchy*”. Additionally, the often cited “*If there is no focal point in the NGO or in the case of absence of the focal point, or when there is no replacements for the focal point during his or her absence*” is augmented when there is “*Lack of focus from the contact person, or lack of skills*” which connect directly with the next pivotal idea that include competencies, and alignment.

3.4.2.3. Common language between NGOs

The pivotal idea that respondents have agreed to term common language relates to aligning training and reporting needs, modes and etiquette of social interaction with citizens and external parties, and the level of commitment to interorganizational projects and meetings. It mainly addresses using a (a) Common language, especially when it comes to reporting and training needs; etiquette and personal manners in the communication between NGOs, and the (b) Commitment to deadlines and meetings, especially when NGOs have a low level of engagement in cooperative project, when NGOs have a lack of staff, or when the NGO is volunteer-based.

Differences in reporting proficiency, competency levels, language used, and interpersonal manners, generate hidden tensions and conflict.

Soft and technical competencies, including technical language alignment is always present in respondents concerns denoted by, for example, *“Technical and language proficiency in the use of equipment and supplies”*. These concerns are also framed in specific terms like *“The lack of management training: personnel management, social media, and ad hoc training needs”*, or *“Reporting skills are lacking, reporting does not reflect the reality of the field”*, or terms of communication skills with the general public *“Lack of training in the fields of communication with people with different points of view and backgrounds”*, and the target population as in *“When field agents of other NGOs do not espouse our community centered values when we are cooperating on the field. When fundamental values like anonymity and confidentiality are not agreed upon between the partners and their representatives”*. The perception that for NGOs *“to start by understanding the needs, and unifying their language. This is what should be done when NGOs want to cooperate. Values and strategies should be aligned, otherwise there will be a lack of synergy”* is often appended with perceived divergence in interpersonal behavior *“When personal manners are not respected”*, that could create tensions and disrupt cooperation as phrased by *“Bad interpersonal relations; there is not enough preparation for the workplace, especially when it comes to social skills”*.

The lack of commitment to deadlines and meetings causes loss of trust and disengagement from partners.

What might be seemingly benign to NGO cooperation, the lack of commitment to meetings and deadlines, is often cited hazard jeopardizing cooperation. The perception that *“When there is no personal engagement, there will be no commitment to the success of the consortium”*, or the *“No commitment, lack of seriousness in task accomplishment, and lack of professionalism [likely] caused by the absence of a healthy pressure”* is often perceived as *“a Question of culture and leadership”* or because of a *“lack of funding to recruit staff forces NGOs to rely on volunteers that have no commitment, or that do not have enough time to do their work. no commitment, no funding; time constraint for the volunteers”*. Either way, the *“No commitment in implementing activities”*, could be a sign of low interest in the cooperative project, or a *“combination of internal and external dysfunctions, like lack of commitment, lack of clarity of purpose, lack of procedures”* that *“can affect time management and influence cooperation”*.

3.4.3. Explicative findings: Root causes and unvoiced comments

This section protrudes the root causes that manifest themselves in the dysfunctions, either by indicating potent perceptions shared by participants, or by analyzing unvoiced comments. Unvoiced comments were elaborated from the observations of the researcher, recursive reading of dysfunctions, and discussions with peers and organizational actors. These discussions provided the depth and breadth to analyze further the reasons behind the dysfunctions. Unvoiced comments were synopsized in reports called “expert advice” discussed in dedicated sessions with organizational leaders. They revealed salient ideas that participants omitted to voice during interviews, although palpable in their representations. They revolve around strategic issues like (a) **the lack of trust in other NGOs due to past cooperative experiences**, (b) **the apprehension from hidden agendas because of political and confessional affiliations**, and (c) **conceptual differences regarding the roles of NGOs**. Other explanations touch on (d) **the heavy burden of procedures imposed by donor agencies, and requirements and competition for visibility to attract funding**, or (e) **the lack of institutionalization of NGOs and their personification** (identification with one person, a founder or a leader).

Previous cooperation experience ingrained a lack of trust in other NGOs.

The expression “*When there is no trust in partners*” was always a concern because of the “*Fear of use of information by other partners (lack of trust)*”, protruded from “*Previous coalition experience [that] did not yield success*”. The often-heard “*Lack of communication coming from competition for grants. Some NGOs are scared to communicate their idea out of fear that their idea will be stolen, instead of seeking a certain cooperation around their idea*”, reflects a skepticism questioning “*If cooperation with other NGOs is not in the [real] strategy*” that the NGO exhibits; “*or when the strategy is irrelevant; strategies should be built gradually*”.

Hidden political or confessional affiliations impede trust building perceived as essential for cooperation

A major impediment to trust building comes as a reflection of the political and confessional fragmentation of the Lebanese society, because an often shared perception is that NGOs “*decisions are manipulated and generated by the political entity that supports them which affects the cooperation with other NGOs*”. The same is mirrored in expressions like “*Political affiliation and tendencies can affect relationships between entities*”, or “*The impact of confessionalism and political affiliation*”, sharing the belief that “*A lot of NGOs do not have the decision-making power in their hands but rather in the hands of either politicians and political parties*”. In the same vein, smaller NGOs quite often expressed their concern that “*Big NGOs who have political agenda and have heavy bureaucracies*”.

Two antagonist conceptions about the role of NGOs in society embed tensions

The acute hurdle that often occurred, relates to the questioning about the “*Role of NGOs in society [that] is not well understood*”, and increasingly touching on an “*Identity crisis on the level of civil society: what is civil society?*”. In fact, a charged discussion ensued during the mirror effect meeting carried on the divergence in the perspectives about the

role of NGOs in society. The NGOs that were trained by American oriented organizations (Catholic Relief Service, Middle East Partnership Initiative, USAID ...) defended the view that NGOs are representatives of society and have the same legitimacy and legality as constitutional representatives, just like parliament, ministers, or municipal councils. Another perspective sported a more reserved image about NGOs as representatives of their constituencies, and acting as lobbyists for a specific cause, playing charity roles.

The difference in conceptions was not resolved during the meeting. The participants' priority was set to promoting common action, instead of conceptual argumentation.

Donor agencies requirements prime compliance to procedures and media visibility over social impact and resource efficiency, which impedes cooperation

The dependence on foreign funding agencies is very often perceived to skew NGOs' values and goals, as conservatively expressed in "*Measurement indicators based on grants and donors reporting should go hand in hand with the NGO's own program, indicators and mission statements*". Moreover, this effect is often broken down to "*Systemic reasons that affect the strategies of the NGOs: [like] the funding system [that] contributes to the competition, and to the verticality of the relationship between donors and NGOs because of cultural differences*".

The personification of NGOs and the high staff turnover are related problems. The first invites personality clashes, and the second causes constant loss of competencies and consistency in cooperation projects

Underlying many dysfunctions *“is the tie between the NGO and the president: the personification of the NGO; NGOs reflect the patriarchal society where they operate. Decision making is hyper-centralized in one person and decisions are taken at his/her discretion”*. This is quite often seen as *“a mixture of culture and limited resources; Ego-culture plays a role in preventing partnerships especially small coalitions”*, because of *“The ego of people, every person wants to be the boss”*; but also of *“lack of funding to recruit staff”* or *“Employment based on personal relationships”*. Quite often intricate is when an *“NGO is person based or a family business, cooperating with these NGOs is impossible”* and the perception that *“Personal and financial interests”* spearhead cooperation.

The lack of institutionalization is also a result of the global problem that NGOs face in staff turnover and *“The difficulty of retaining talent”*. The reasons are numerous, either the obvious *“Difference in the salaries between NGOs”*, or because *“NGOs do not provide a social security because they do not have enough resources, therefore talent is lost”*, or as a result of *“The brain drain from local structures towards International structures”*. The enumerated deficiencies are among the reasons of *“lack of institutional memory”* that plays a consequential role in developing a shared language that nurtures building trust and stabilizing cooperation throughout time.

In any case, this is quite often perceived as a leadership problem because *“there are no strong leaders: There should be strong leadership in the NGO: a person that grows leaders and has a participatory approach: that allows people to grow and be visible”*.

3.5 Intra-organizational diagnostic findings

Disentangling relationships between interorganizational cooperation and internal functioning warranted the intra-organizational intervention. Applying the same methodology in the interorganizational diagnosis as well as the intra-organizational diagnoses provides a valid comparison of findings, despite adopting different clustering approaches to diagnose internal dysfunctions. SPRING was clustered horizontally and vertically, while the approach at RESTORE was transversal and holistic. This section exhibits diagnostic findings in the two organizations, exuding particularly the dysfunctions that relate to interorganizational cooperation, and then provides a comparative table to allow better visibility on similarities and differences.

3.5.1. SPRING: Course of intervention

3.5.1.1. Horizontal diagnostic

The in-depth analysis of eleven horizontal interviews yielded a description of dysfunctions, as perceived by the upper echelon of the organization. The mirror effect meeting provided a collective validation of the findings, condensed into six pivotal ideas that are not completely segregated, rather they entail overlaps.

Of the six pivotal ideas, three were prioritized for immediate treatment, (a) **Assuming strategic choices**, (b) salary scale that was suggested to be renamed **Compensation scale and revenue diversification**, and (c) **Time management and competing priorities**. The basket on (d) **Consolidation and simplifying the business model, and adapting the procedures and control functions** was seen as a priority but was not addressed because the organization was undergoing a holistic quality project. The (e) **Internal communication, information sharing, and organizing meetings**, and (f) **Needed competencies** were postponed to a later stage.

Assuming strategic choices: The transformation of the organization into a social enterprise turned towards efficiency; who and how decisions are taken including the role of the founders; the implication of the decision to decentralize the organization

Choices of transformational and strategic nature were brandished since undertaking the organizational restructuring five years ago. However, and even for the top echelon of the organization, the **strategy seems to be unclear, too dispersed, not inclusive, nor revised systematically**. This lack of articulation is expressed in terms of “*restructuring was implemented quickly in the organization without preparation, although we tried to palliate later on. The restructuring was a top-down decision*”, and because the organization “*started as humanitarian and morphed into development, started as NGO and became a social enterprise. The weight of the foundational structure is making the transformation slow, slowly evolving. The celerity of evolution is not enough*” because “*The vision of the organization is not communicated, we do not feel that the organization is developing in a planned way, despite all the planning tools that are being used. To my knowledge, there is no strategic plan done by the management*”.

The guiding sense is about a structural problem because the organization did “*lay down a strategy that aligns us with our mission and vision*”. This is manifest in **the value clash between the efficiency driven and the socially oriented actors**, that express “*a generational clash between the people that built the organization from the ground even if it paid peanuts, and then came us, that were here when it was being structured*”, demonstrating “*It is difficult to find a common understanding between the two generations on how the organization should evolve*”.

From another perspective, the blurriness in the authority line and decision-making seems as another expression of undermined strategic choices. **The founders still wield decisive powers, despite their absence from executive positions** since the historic co-founder/manager stepped back three years ago. It rather seems that “*The executive director is neither empowered to take drastic decisions nor does he have the pressure from the board to do it. He is subject to an informal pressure by the founder, but not by the board*”. This is evident when, for example, “*Recruitment policies are shortcut when the founder intervenes. Some people who do not fit into the culture of our association were recruited, but did more harm than good*”. This **lack of decisiveness and accountability does not abide by the new vision to transform the organization into an efficient social enterprise** seems to translate into “*a generalized lack of accountability and control functions. Though control functions are present in some departments, they are not systematic. There is no consistency in how management applied them*”. There is a general sense that developed among the actors that “*It is better*

to formalize [officialize] the intervention of founders in the management of the organization”, and the succession planning since some consider that “the founder wants to preserve the systems as they are. He is not comfortable with the transition; for him, letting go is very difficult”.

In the same vein, this lack of decisiveness in assuming the strategic choice of decentralizing effectively the organization yields contradictions, like when **the regional centers do not have the prerogatives and resources to conduct their operations autonomously and successfully**. One actor largely accepted expression says that although *“We previously started decentralizing profoundly, but we were fast to reverse because centers do not have the capacity to manage properly, or we might lack the expertise and know how to run decentralized structures”*. Alternatively, as expressed by *“Schizophrenia extends to the decentralization of the organization. On the one hand we want the centers to become more autonomous, on the other; they don’t have control over their budget, recruitment, procurement...”*. The restructuring into a decentralized structure that was supposed to energize the organization seems to have yielded a loss of performance because **the relationship between centers and programs is confrontational, while both are not sufficiently empowered to assume the adopted decentralization structure**. However, this has roots both in supposedly empowered centers were told *“repetitively and insisted that they should be financially independent. They took it to an extreme where they thought they did not need programs any more”*, but also at the central level because *“The relationship between programs/centers and supporting functions, but especially between centers and programs, is problematic. The functions are not defined properly”* which leads us directly into the pivotal ideas on the business model and procedural adaptation, as well as the salary scale that seems to limit considerably the autonomy of centers.

Consolidating and simplifying the business model, and adapting the procedures and control functions: The business model lacks focus and is too dispersed for actors to capture and identify with. The attempt to organize into procedures is also creating dysfunctions.

The consolidation and adaptation taglines related to that, first, **the organization is too multi-disciplined, lacks focus, and has too many business models**. This lack of focus

expressed by the quote “*strategy does not have a no*”, seemingly has an effect on performance because “*The complexity of the organization and the excessive diversification of the operations makes that we have lost our edge in our specialty without developing another*”. The effects are mostly perceived as internal, due to “*The diversity in our activities makes it difficult for people to understand it; we need a much longer integration period than any other places*”, so that “*This multi-activities makes it hard, even for the veterans among us, to understand, so how about the new one; some of them just surrender and leave*”.

Secondly, the taglines address **the lack of policies that assure the link between organizational values and procedures**, the perception that **procedures are too fragmented, nonexistent, or thinly communicated at all levels of the organization, and especially at the control level**. Attempts to solve the dysfunctions expressed by “*The link between values and procedures, and between strategy and procedures, does not exist*”, and the concern that “*In the supply chain, there are no product specs, no policies to guide discounts and Pricing*” as well as “*Customer service lacks a quality system; there are small initiatives in units, but no guiding policy*”, drove the organization into **procedural trap of non-applicable procedures**. The problems that “*sometimes occur between operational units and programs due to a lack of procedure implementation or a lack of procedures*”, sensed to come from “*lack of procedures to advise operations at the centers’ level, no standardization for the services offered, and no written codes whatsoever*”, is counter-weighted by intertwined concerns. The expression of these concerns relate to “*The fear is also about how procedures will be controlled, we already have procedures that are not being applied. We cannot afford this anymore*”, but also that “*Some of the procedures we are writing, we find them difficult to apply. We have many activities, and many donors*”, so for example, “*There is not one procedure that could be applicable universally to all donors’ requirements, this creates a lack of clarity*”.

In the same procedural vein, the **non-adaptation of procedures to organizational functioning**, is reflected in the quote that says, “*Our association grew very fast, and we had a difficult financial situation to hire people, we did not adapt the procedures to the growth of the association, and each person occupies several positions*”.

Compensation scale and revenue diversification: Salaries are

not enough to retain talent, and concentrated revenues bear the risks of delays and devaluation.

The deliberation among actors at SPRING resulted in joining the concern for the compensation scale and that of the revenue diversification under one pivotal idea. Their biggest client is the government that makes up almost one third of their revenue. **The revenues are not diversified, dominated by one governmental resource, and bear monetary devaluation risks**, because the payments by the public administration against SPRING's products and services are subject to constant and excessive delays, caused by chronic public budget imbalances. So, *"The major dysfunction is that 80% of our resources come from one customer, reliable but short of money, that is the ministry of social affairs"*. One of the consequences of the uncertainty in cash flows, and the potent risk of national currency devaluation, is that **salary scale is low, does not reflect performance, and does not attract or retain talent**. The perception is that *"Although we have improved the salary scale, we did not reach the level of the market"*, the *"Salary scale does not reflect performance, which means we are able to recruit a lot of young people, but we cannot retain them, and we have a generational gap, 35-50-year-old are practically not existent"*.

Time management and competing priorities: Creativity and proactivity are victims of time mis-management.

Time management issues describe allocation of time to be reactive to urgency rather than anticipating, causing **deadlines to be frequently missed because there is no commitment to internal requests**. The perception is "We are frequently missing the deadlines, maybe because there is a work overload, or there is no commitment to answer internal requests" or because *"Time allocated to tasks is not prioritized. Anticipating tasks is problematic. A lot of people work by urgency, not by planning"*. The result is a **lack of time for strategic and creative activities**, as expressed by *"Most of us are overwhelmed with management issues, we cannot find the time to lay down a strategy that aligns us with our mission and vision"*, and the *"Time required for creativity is not available, we cannot allocate enough time for this kind of sit back, maybe because we are working for a cause, and we do not have the luxury that creative agencies have"*.

Lack of communication on strategy, information sharing

processes, and unproductive meetings organization

The pivotal idea about internal communication and exchange relate to three levels. First, **the vision and strategy are not communicated throughout the organization**, and since *“The vision of the organization is not communicated; we do not feel that the organization is developing in a planned way, despite all the planning tools that are being used. To my knowledge, there is no strategic plan done by the management”, “The strategy of the organization is not well known, and certainly not the strategy of each department”* “so managers have an unclear vision on how to conduct their operations, they have to improvise, take initiatives, and they feel uncomfortable”.

Not limited to strategy communication, **the flow of information in the organization is deficient. Information is either not communicated, fragmented, or more general than specific especially the feedback loop**, because *“Information is not always clearly communicated; information is more general than specific. This might be because of the lack of expertise or knowledge, rather than the will to do it”*.

Thirdly, when they occur, **meetings are long and unproductive**, *“Meetings are sterile and frustrating, because they are not productive”, “not concluded with a clear action plan, especially top management meetings”, and “The attempt to organize monthly meetings for department heads resulted in less efficient meetings. Preparing and presenting a powerpoint instead of simple notes resulted in longer meetings, and too much talk; meetings became less productive”*.

Existing competencies are not transferable, lack of decentralized competencies, and mismatch between competencies and jobs

The organic growth of the organization, resulted from and at the same time created valuable competencies. However, **knowledge and expertise are fragmented, unstructured, and not handed over to newcomers**. The problem is not limited to *“The knowledge and expertise are too fragmented, not well structured, nor handed over to the new generation to be of any use”*, but also because of the *“problems with the people we are recruiting, absenteeism, sickness, lack of expertise”*. The extent of competencies needed is illustrated by *“The diversification of the programs implies that we need to be aware and present in all sectors. A multitude of skills and more people are needed to reflect social needs: quality and quantity of outreach”*, and touch on the undergoing

transformation in the organization, but “*Some volunteers who have been with the organization for so long, do not entirely fit into our transformation. We will still develop their skills, but we will need better performing personnel to accompany the transformation*”.

Another facet of the problem relates to the **regional centers** because they **do not have the needed capacities to conduct their operations autonomously**. “*The previously started profound decentralization was fast reversed because centers do not have the capacity to manage properly, or we might lack the expertise and know how to run decentralized structures*”, in fact, “*The idea was to have a franchise model, and for programs to be more involved in auditing than with operations. Centers took the franchise w/o enough expertise, guidelines, know-how, so programs had no more control over the services delivered*”.

3.5.1.2. Vertical diagnostics

As previously noted, in concertation with SPRING steering committee, the departments that were identified for vertical scrutiny were the mobility program and the human resources department. The financial analysis of the books yielded a value added on variable costs of 6,859,367.- USD, and HCVAVC of 6.75 USD per hour and per employee, for 552 employees, and a total 1,015,680 work hours, as reported in the previous year (2018).

Mobility program pivotal ideas.

The pivotal idea stemming from the vertical intervention in the mobility program were identified as **Organizing the relationship with production, procurement, and logistics**. The other baskets of dysfunctions relate to **Providing guidance and material resources to achieve product innovation**, **Compensation scale based on merit**, **Providing technology-related competencies**, and **Improving material work conditions**. It is important to notice that the pivotal ideas at the vertical level relate directly to those at the horizontal level, except for the last one. Improving work conditions became a concern as the intervention drew closer to operations at the base of the organization.

The prioritization of **Organizing the relationship with production, procurement, and logistics** was decided after deliberation among actors who noted its importance for the organization, and by the promise of immediate results it offers. The financial impact of dysfunctions extended beyond the mobility program itself to touch the whole organizational performance. This is justified by the importance of innovation and market pioneering that brought the organization to its market leadership status, and the promise of growth and viability that new products bring. Inversely, the stagnation of the organization is seen as a result of stagnation of mobility and its demotivation.

The total amount of hidden costs was estimated at 561,000.-USD, most of which come from direct productivity gaps (404,000.-USD), and stemming from non-creation of potential (286,000.-USD), followed by non-production (111,000.-USD), and over-consumption (122,000.-USD). The over-salaries (non-productive salaries) also summed up to 40,000.-USD. (Table 7). The average hidden costs of dysfunctions for five employees working in the mobility program (three full time, and two part time) is a staggering 140,000.-USD per employee and per year. However, this also reflects the high potential of improvement that this represents. The calculations made use of the HCVAVC indicator when the dysfunction was appraised in terms of time lost. When the quantification was calculated in terms of percentage from the overall productivity, the financial impact used the VAVC indicator.

Table 7: Hidden costs: SPRING vertical intervention, Mobility program

| Calculation of dysfunctions in US Dollars: SPRING Vertical intervention/Mobility (Rounded numbers) | | | | | | |
|-------------------------------------------------------------------------------------------------------|---------------|-----------|------------------|----------------|---------------------------|-----------------------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Absenteeism | 1,000 | | | | | 1,000 |
| Occupational Injuries & Diseases | | | | | | 0 |
| Staff Turnover | | | | | | 0 |
| Quality Defects | 34,000 | 0 | 112,000 | 10,000 | 50,000 | 206,000 |
| Direct Productivity Gaps | 5,000 | 0 | 10,000 | 100,000 | 236,000 | 351,000 |
| Total | 40,000 | 0 | 122,000 | 110,000 | 286,000 | <u>558,000</u> |

The hidden costs related to **Organizing the relationship with production, procurement, and logistics** were worth 260,000.-USD or 46 % of the total amount of dysfunctions (Table 8).

Table 8: Hidden costs related to Organizing the relationship with production, procurement, and logistics: SPRING vertical intervention, Mobility program

| Calculation of dysfunctions in US Dollars: SPRING Vertical intervention/Mobility program/Dysfunctions related to organizing relationship with other departments (Rounded numbers) | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|------------------|----------------|---------------------------|-----------------------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Absenteeism | 1,000 | | | | | 1,000 |
| Occupational Injuries & Diseases | | | | | | 0 |
| Staff Turnover | | | | | | 0 |
| Quality Defects | 9,000 | 0 | 52,000 | 10,000 | 0 | 71,000 |
| Direct Productivity Gaps | 1,000 | 0 | 10,000 | 69,000 | 106,000 | 186,000 |
| Total | 11,000 | 0 | 62,000 | 79,000 | 106,000 | <u>258,000</u> |

HR department pivotal ideas.

The same process at the HR department yielded four pivotal ideas. The department's head prioritized **Accountability, and decisiveness in managerial decision making**, ahead of **Improving transversal and vertical communication including communication about strategy**, **Stability of organizational structure**, and **Empowerment of HR department and Implementation of procedures including recruitment**. The last two relate to **Generational division** and the **Workload during payroll preparations**.

The same observation as in mobility applies in HR. The pivotal ideas at the vertical level relate directly to those at the horizontal level, except for the last one. Workload during payroll preparation is specific to the employees at the bottom of the HR department's pyramid. The calculation of the amount of dysfunctions in the human resources department showed another staggering amount of 789,000.-USD for eight employees (Table 9). The average yearly hidden costs being at around 98,000.-USD per person,

and another considerable opportunity to improve performance.

Table 9: Hidden costs: SPRING vertical intervention, Mobility program

| Calculation of dysfunctions in US Dollars: SPRING Vertical intervention/HR department (Rounded numbers) | | | | | | |
|------------------------------------------------------------------------------------------------------------|-------------|-----------|------------------|----------------|---------------------------|---------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Indicators | | | | | | |
| Absenteeism | | | | | | |
| Occupational Injuries & Diseases | | | | | | |
| Staff Turnover | 21,000 | 0 | 0 | 58,000 | 51,000 | 130,000 |
| Quality Defects | 56,000 | 11,000 | 0 | 56,000 | 34,000 | 157,000 |
| Direct Productivity Gaps | 148,000 | 27,000 | 0 | 96,000 | 226,000 | 497,000 |
| Total | 225,000 | 38,000 | 0 | 210,000 | 311,000 | 784,000 |

The hidden costs related to **Accountability, and decisiveness in managerial decision-making** were worth 205,000.-USD or 26% of the total amount of dysfunctions (Table 10)

Table 10: Hidden costs related to accountability, and decisiveness in managerial decision-making: SPRING vertical intervention, Mobility program

| Calculation of dysfunctions in US Dollars: SPRING Vertical intervention/HR department/ Dysfunctions related to accountability and decisiveness (Rounded numbers) | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|------------------|----------------|---------------------------|----------------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Indicators | | | | | | |
| Absenteeism | | | | | | |
| Occupational Injuries & Diseases | | | | | | |
| Staff Turnover | 0 | 0 | 0 | 51,000 | 51,000 | 102,000 |
| Quality Defects | 34,000 | 0 | 0 | 34,000 | 0 | 68,000 |
| Direct Productivity Gaps | 0 | 0 | 0 | 0 | 34,000 | 34,000 |
| Total | 34,000 | 0 | 0 | 85,000 | 85,000 | <u>204,000</u> |

3.5.1.3. Root causes of dysfunctions and unvoiced comments

The root causes at the origin of the dysfunctions were analyzed and discussed openly with actors and experts in the field. The explanations about dysfunctions revolve around two axes, the first relating to the centrality of the founders in the executive aspect of the organization. The **commitment to pass the executive powers from the first to the second generation of leadership is not assumed**, because the **institutionalization of the organization is hampered by the accessibility to the founders through informal channels that circumvent the organizational structure**, and the **absence of an effective board**, and therefore there is a **lack of control and accountability in all echelons of the organization**. Nevertheless, the **size of the organization, its reputation, its impact, and the ongoing intimate relation with the -heroic-founders, shields actors from any sense of urgency, or survival concerns**.

The second axis relates to the broached transformation, but **the decision to transform**

the association from an NGO centered on providing help to people with disabilities to a social enterprise working on development and privileging efficiency was a top-down resolution that did not entrain actors.

3.5.2. RESTORE: Course of intervention

3.5.2.1. Transversal and holistic intervention

Fourteen individual interviews including the executive director's, and one group interview of seven people yielded a rich body of information expressed in the language of the actors. Hierarchized into pivotal ideas and baskets of dysfunctions, a collective meeting was organized to mirror the findings and to establish a common base for action. The meeting witnessed a vivid discussion, seconded with a collective approval on the veracity of the findings, and a call from the executive director to vote the priorities to tackle, and to form project groups to tackle them. Six pivotal ideas framed baskets of dysfunctions. Three were elected for immediate treatment, the (a) **Distribution of roles and decision-making: Blurred roles, focalized decision making, inadequacy of chart to organizational growth;** (b) **Strategy development, alignment, and control: Strategic anticipation and management control weakness, lack of alignment between personal and organizational objectives;** and (c) **Insufficient communication and coordination: Insufficient communication, ineffective meetings, uneven visibility.**

Also prioritized was the (d) **Burdening or unapplied procedures: Heavy procedures, duplication of procedures, challenged procedures, unapplied procedures,** but the actors decided to address only the first three, because the organization was in the process of introducing an ERP system that they thought would sizably affect the procedural aspect. The last two were postponed for later treatment. Those were the (e) **Time management and competing priorities: Competing priorities between functions and persons, and the effect of seasonality on time management;** and (f) **Competency development: Inadequacy or non-alignment of competency development to organizational and personal objectives.**

The resulting quants were analyzed, re-discussed with actors towards becoming more conservative, analyzed with the concurrence of peers, and last, discussed with the

executive director. The objective was to uncover the financial impact of dysfunctions, in a manner accepted by the actors, and adopted as a baseline for future change. The calculation of the human productivity indicator HCVAVC revealed 44.9 USD per hour and per person. The total hidden costs revealed an impactful 887,400.- USD, around one third of the total budget of the organization (Table 11). The average hidden costs per employee and per year accounted for 40,300.- USD allowing ample room to improve resource efficiency.

The quantification of dysfunctions into financial terms invigorated the executive director to engage more closely in the subsequent steps.

Table 11: Hidden costs: RESTORE transversal intervention

| Calculation of dysfunctions in US Dollars: RESTORE intervention (Rounded numbers) | | | | | | |
|--------------------------------------------------------------------------------------|-------------|-----------|------------------|----------------|---------------------------|---------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Indicators | | | | | | |
| Absenteeism | | | | | | |
| Occupational Injuries & Diseases | 7,000 | | | | | 7,000 |
| Staff Turnover | 8,000 | | | 8,000 | 4,000 | 20,000 |
| Quality Defects | 76,000 | 26,000 | | 17,000 | 77,000 | 196,000 |
| Direct Productivity Gaps | 189,000 | 26,000 | 34,000 | 86,000 | 325,000 | 660,000 |
| Total | 280,000 | 52,000 | 34,000 | 111,000 | 406,000 | 883,000 |

The hidden costs related to **Insufficient Communication, ineffective meetings, uneven visibility** were worth 148,000.-USD or 17% of the total amount of dysfunctions (Table 12).

Table 12: Hidden costs related to Insufficient communication, ineffective meetings, uneven visibility: RESTORE transversal intervention

| Calculation of dysfunctions in US Dollars: RESTORE intervention/ Dysfunctions related to Insufficient communication, ineffective meetings, uneven visibility (Rounded figures) | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|------------------|----------------|---------------------------|----------------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Indicators | | | | | | |
| Absenteeism | | | | | | |
| Occupational Injuries & Diseases | | | | | | |
| Staff Turnover | | | | | | |
| Quality Defects | | 26,000 | | 17,000 | | 43,000 |
| Direct Productivity Gaps | 26,000 | | | 35,000 | 44,000 | 105,000 |
| Total | 26,000 | 26,000 | | 52,000 | 44,000 | <u>148,000</u> |

The hidden costs related to **Burdening or unapplied procedures** amounted for 187,000.-USD or 21% of the total amount of dysfunctions (Table 13).

Table 13: Hidden costs related to Burdening or unapplied procedures: RESTORE transversal intervention

| Calculation of dysfunctions in US Dollars: RESTORE intervention/ Dysfunctions related to Insufficient communication, ineffective meetings, uneven visibility (Rounded numbers) | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|------------------|----------------|---------------------------|----------------|
| Components | Over-Salary | Over-Time | Over-Consumption | Non-Production | Non-Creation of Potential | Total |
| Indicators | | | | | | |
| Absenteeism | | | | | | |
| Occupational Injuries & Diseases | | | | | | |
| Staff Turnover | | | | | | |
| Quality Defects | 42,000 | | | | 42,000 | 84,000 |
| Direct Productivity Gaps | 42,000 | 8,000 | | 51,000 | | 101,000 |
| Total | 84,000 | 8,000 | | 51,000 | 42,000 | <u>185,000</u> |

The above was synopsized in an expert advice report that included unvoiced concerns and the observations of the intervener. The report was subject to a dedicated meeting with the executive director to discuss the hidden costs of excessive procedurality, and the dichotomy between procedurality and conviviality in the internal environment.

The financial indicators and hidden costs at the intra-organizational levels are synopsized in table 3.14 in the next paragraph comparing diagnoses.

3.5.2.2. Root causes and unvoiced comments

Past successes were assured since the funder's priority, a public agency, was compliance with its [heavy] procedures, which secured funding, and the convivial atmosphere that assured the cohesion of the team. A change in the external conditions where the organization had to seek funding competitively, and internally with growth in the number and diversification of competencies, brought survival challenges. The change of structure and functioning is a classic example of growing organizations, where especially **veterans apprehend additional layers and a growing distance between organizational functions, and between them and the head of the organization.**

From another perspective, stringent procedures are a source of assurance for good governance and compliance, but equally of inefficiencies that each organization has to balance. Against a backdrop of transformation from a funded project into a competitive NGO, the foundational experience of the organization favors an **over-reliance on procedures that limits the nimbleness required by competitiveness and adaptability to change.** The layering of procedures and technology, short of adapting them to functionality, burdens the organization. Last but not the least, the strategic decisions and functions of a formal board were previously assumed by the funding stream that deliberately receded from this role. The **lack of effectiveness of the board is taxing the organization as a whole and the executive director of the organization especially.**

3.6 Comparative diagnostic results between inter and intra-organizational levels

The convergences and specificities are illustrated in the table 14. This comparative table provides visibility on the whole research, and gives indications on probable relationships between the dysfunctions in cooperation among NGOs - interorganizational- and intra-organizational dysfunctions.

It is evident that the three axes of dysfunctions are present at the intra and interorganizational levels. In the following tables, the similarly colored are related. For example, the pivotal idea lack of clarity of strategic orientations in NGO cooperation, is mirrored at SPRING, but also expressed with lack of strategic anticipation at RESTORE. The other convergence comes from decision-making concerns present in

cooperation among organizations, as much as within them.

Specificities, for example, stem from the expression about low salaries at SPRING which is not shared by RESTORE, nor is it a direct concern in NGO cooperation. However, the concern that staff turnover, attracted by international NGOs because of higher salaries affect cooperation.

On the procedural front, a convergent dysfunction is the non-applicability of procedure either because a saturation in procedures, or because the latter are not adapted to the function.

The deficiencies in the flow of information and communication is shared inter and intra-organizationally, appended with a concern about the efficiency of meetings in organizations.

Table 14: Convergence and specificities table, Inter and intra-organizational: Comparative pivotal ideas relative to Strategy

| Pivotal ideas | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interorganizational | SPRING | RESTORE |
| <u>Strategic considerations</u> | <u>Assuming strategic choices</u> | <u>Strategy and decision making</u> |
| The strategic orientations of individual NGOs are not clear, and there is persistent doubt about political and confessional affiliations that could greatly affect interorganizational cooperation | <p>Strategy seems to be unclear, too dispersed, not inclusive, nor revised systematically</p> <p>The value clash between the efficiency driven and the socially oriented actors</p> <p>Lack of decisiveness and accountability does not abide by the new vision to transform the organization into an efficient social enterprise</p> <p>The regional centers do not have the prerogatives nor resources to conduct their operations autonomously and successfully</p> <p>The relationship between centers and programs is confrontational, while both are not sufficiently empowered to assume the adopted decentralization structure</p> | Strategy development, alignment, and control: Strategic anticipation and management control weakness, lack of alignment between personal and organizational objectives |
| The lack of transparency towards partners about how decisions are taken internally and the degree of empowerment of NGO representatives | The founders still wield decisive powers, despite their absence from executive positions | Distribution of roles and decision making: Blurred roles, focalized decision making, inadequacy of chart to organizational growth |
| | <u>Compensation scale and revenue diversification</u> | |
| | Revenues are not diversified, dominated by one governmental resource, and bear monetary devaluation risks | |
| | Salary scale is low, does not reflect performance, and does not attract or retain talent | |

Table 15: Convergence and specificities table, Inter and intra-organizational: Comparative pivotal ideas relative to Procedures

| Pivotal ideas | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Interorganizational | SPRING | RESTORE |
| <u>Procedural considerations</u> | <u>Consolidating and simplifying the business model, and adapting the procedures and control functions</u> | <u>Procedures</u> |
| | The organization is too multi-disciplined, lacks focus, and has too many business models | |
| | The lack of policies that assure the link between organizational values and procedures, the perception that procedures are too fragmented, nonexistent, or thinly communicated at all levels of the organization, and especially at the control level | |
| Cooperation procedures are disregarded because they add to an overload of procedures required to secure funding | Procedural trap of non-applicable procedures | Burdening or unapplied procedures: Heavy procedures, duplication of procedures, challenged procedures, unapplied procedures |
| | Non-adaptation of procedures to organizational functioning | |
| | <u>Lack of communication on strategy, information sharing processes, and unproductive meeting organizations</u> | <u>Communication, coordination, and meetings</u> |
| The mode, frequency, and nature of communication are not well organized to allow equal engagement and action synchronization | The flow of information in the organization is deficient. Information is either not communicated, fragmented, or more general than specific especially the feedback loop | Insufficient communication and coordination: Insufficient communication, ineffective meetings, uneven visibility |
| | Meetings are long and unproductive | |
| | The vision and strategy are not communicated throughout the organization | |
| Cooperation is not sustainable if it does not provide equal visibility to NGOs to attract funding | | |
| The absence of focal points in individual NGOs including their replacement in case of absence, or when the extents of their prerogatives are not clear, cause ambiguity in commitments with detrimental effects to cooperation | | |

The pivotal ideas that were named differently in their contexts, common language at the interorganizational level, and time management at SPRING and RESTORE, deliver two convergences; the first about the frequent missing deadlines due to lack of commitment. The second about the normalization of competencies across parties. A specificity occurred in SPRING's expression about the need for more creative activities; however, this could be connected to the lack of allotted time.

Table 16: Convergence and specificities table, Inter and intra-organizational: Comparative pivotal ideas relative to Commitment and Competencies (Common language)

| Pivotal ideas | | |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Interorganizational | SPRING | RESTORE |
| <u>Common Language</u> | <u>Time management and competing priorities</u> | <u>Time management</u> |
| | Lack of time for strategic and creative activities | |
| The lack of commitment to deadlines and meetings causes loss of trust and disengagement from partners | Deadlines frequently missed because there is no commitment to internal requests | Time management and competing priorities: Competing priorities between functions and persons, and the effect of seasonality on time management |
| | <u>Existing competencies are not transferable, lack of decentralized competencies, and mismatch between competencies and jobs</u> | <u>Competencies</u> |
| Differences in reporting proficiency, competency levels, language used, and interpersonal manners, generate hidden tensions and conflict | Knowledge and expertise are fragmented, unstructured, and not handed over to newcomers Regional centers do not have the needed capacities to conduct their operations autonomously | Competency development: Inadequacy or non-alignment of competency development to organizational and personal objectives |

On the financial side, analyzing the human potential indicators yielded substantially different results (Table 17). The HCVAVC at RESTORE is almost seven times that of SPRING, but could be explained by differences in the operational models. SPRING produces in-house and employs people with special needs. RESTORE subcontracts fieldwork, and maintains only conceptual and control jobs in-house. The ratio of cost of dysfunctions per year and per person is inverted. Much higher in SPRING than in

RESTORE, it could be justified by the fact that the departments analyzed in SPRING are central to a large organization, and the effects of a small number of employees spread in all the organization. The analysis at RESTORE was holistic in contrast.

Table 17: Comparative financial analysis based on human potential indicator and hidden costs (Rounded figures)

| SPRING Mobility Program | SPRING HR Department | RESTORE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Financial analysis/Human potential indicator/Hidden costs</u> | | |
| HCVAVC = 6.75 USD per hour and per person (organization wide) | | HCVAVC = 44.9 USD per hour and per person |
| 600 employees, 43% of them with some kind of disability, in-house labor intensive activities (organization wide) | | 22 employees, labor intensive activities outsourced |
| Mobility program: 3 fulltime employees, 2 part-timers | HR department: 8 employees | |
| Total hidden costs per year = 560,000.- USD | Total hidden costs per year = 780,000.- USD | Total Hidden costs per year = 880,000.- USD |
| 1/20 of yearly total budget | 1/15 of yearly total budget | 1/3 of yearly total budget |
| Hidden costs per year and per employee = 140,000.- USD | Hidden costs per year and per employee = 97,500.-USD | Hidden costs per year and per employee = 40,300.-USD |
| High impact per employee because Mobility program affects the production of wheelchairs and other mobility products employing about 140 persons | High impact per employee because HR department's activities affects the whole organization | |
| Hidden costs related to Organizing the relationship with production, procurement, and logistics = 260,000.-USD, 45% of total (mobility program) hidden costs | Hidden costs related to Accountability, and decisiveness in managerial decision-making = 200,000.-USD, 25% of the total (HR department) hidden costs | Hidden costs related to Insufficient Communication, ineffective meetings, uneven visibility = 150,000.-USD, 17% of total hidden costs |
| | | Hidden costs related to Burdening or unapplied procedures = 190,000.-USD, 22% of the total hidden costs |

Concerning the root causes of dysfunctions and the appended unvoiced comments, show

inter and intra-organizational convergence in terms of lack of institutionalization, and the person-centered organization. A convergence between cooperation concerns and RESTORE reflects dependence on donor agencies and their requirements. While SPRING's size and position in the market permits it to be less focalized on pleasing a donor agency. SPRING and RESTORE share the resistance to change after transformation processes were broached, which does not apply to the cooperation enterprise in the conception phase. The comparison in root causes of dysfunctions is illustrated in table 18.

Table 18: Convergence and specificities table, Inter and intra-organizational: Comparative
Root causes and unvoiced comments

| Interorganizational | SPRING | RESTORE |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Root causes and unvoiced comments</u> | | |
| | The decision to transform the association from an NGO centered on providing help to people with disabilities to a social enterprise working on development and privileging efficiency was a top-down resolution that did not entrain actors | Veterans apprehend additional layers and a growing distance between organizational functions, and between them and the head of the organization |
| <p>Previous cooperation experience ingrained a lack of trust in other NGOs</p> <p>Hidden political or confessional affiliations impede trust building perceived as essential for cooperation</p> <p>Two antagonist conceptions about the role of NGOs in society embed tensions</p> | | |
| Donor agencies requirements prime compliance to procedures and media visibility over social impact and resource efficiency, which impedes cooperation | | Over-reliance on procedures that limits the nimbleness required by competitiveness and adaptability to change. The layering of procedures and technology, short of adapting them to functionality, burdens the organization |
| The personification of NGOs and the high staff turnover are related problems. The first invites personality clashes, and the second causes constant loss of competencies and consistency in cooperation projects | <p>The institutionalization of the organization is hampered by the accessibility to the founders through informal channels that circumvent the organizational structure, and the absence of an effective board</p> <p>The commitment to pass the executive powers from the first to the second generation of leadership is not assumed</p> <p>There is a lack of control and accountability in all echelons of the organization</p> <p>The size of the organization, its reputation, its impact, and the ongoing intimate relation with the - heroic- founders, shields actors from</p> | Lack of effectiveness of the board is taxing the organization as a whole and the executive director of the organization especially |

| | | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | any sense of urgency, or survival concerns | |
| | The decision to transform the association from an NGO centered on providing help to people with disabilities to a social enterprise working on development and privileging efficiency was a top-down resolution that did not entrain actors | |

3.7 Conclusion

Summarizing the in situ findings about NGO cooperation in Lebanon, sends us back to the descriptive hypotheses as they emerged from the field. The hypotheses of the strategic axis stipulated (DH1) *There is a lack of clarity in the strategic orientation of individual NGOs, and their partisan politics and confessional affiliations create adverse effects on interorganizational cooperation*, and (DH2) *The lack of knowledge about the internal decision making processes, added to not taking into consideration the diversity in leadership styles and management modes of individual NGOs, results in unrealizable mutual expectations*.

The investigation about intra-organizational dysfunctions, brought evidence of convergence with the interorganizational. First, the lack of clarity about strategic orientation, or lack of relatedness or ownership of strategy was a common feature. Second, the blurriness of the decision-making mannerism, though with differing symptoms, plagued organizations whether attributed to restructuring, passage to second generation leadership, or rapid growth.

The hypothesis of the procedures axis stipulates that (DH3) *Burdening procedures that organize cooperation among NGOs, especially when they come to add to an internal procedural load, result in disregarding them*, which also burdens intra-organizational functioning.

The communication-related issues, which are included in the procedures axis, are expressed by (DH4) *The absence of procedures that are applicable, in order to organize information sharing, and the nature, modes, and frequency of communication, result in asynchronous engagement and actions*, was also reflected in the intra-organizational functioning. They amounted respectively to 46.5% of the total amount of dysfunctions

in SPRING's mobility program, and 21% of the total RESTORE dysfunctions.

Also grouped under procedures, (DH5) *Inequality in the visibility and exposure creates deleterious tensions among cooperating NGOs*, was explicit as a RESTORE dysfunction, while (DH6) *The absence of focal points in individual NGOs including their replacement in case of absence, or when the extents of their prerogatives are not clear, cause ambiguity in commitments with detrimental effects to cooperation*, did not concern intra-organizational dysfunctions, as relations within organizations develop both formally and informally, structurally or rhizomatically.

The last axis, referred to as common language revealed (DH7) *Differences in the reporting proficiency, competency levels, language used, and degrees of formality in interpersonal manners, create dysfunctions and hidden tensions that generate conflict*, and (DH8) *The lack of commitment to deadlines and meetings, especially when NGOs have low interest in a project, or lack of staff, or when the NGO is volunteer-based, calls for loss of trust and disengagement from partners*, are both faithfully mirrored in intra-organizational findings.

Evidence emerges from the analysis of descriptive findings that there is correlation between intra-organizational dysfunctions and the dysfunctions of cooperation among NGOs. The correlations relate mostly to strategic orientations, clarity in decision-making processes, and a cultural dimension about deontology, commitment, and aligned competencies. However, the direction of causality has yet to be examined. The following chapter expands on what proved to be the focus of NGO practitioners, that is, answering the question of what should be done to mitigate dysfunctions, and what would the benefit be to their organizations.

Chapter 4: Findings: Improving NGO cooperation

4.1 Introduction

This chapter describes the changes occurring on the field. It relates the results of the treatment administered to the reality of the NGOs. However, the result is only intermediate, as primed change continues beyond the scope of this research and becomes a dynamic reality. The paragraphs of the chapter start with the improvement actions proposed to ameliorate NGO cooperation, and then describes the actual change initiated, followed by sections on the changes occurring within collaborating organizations. The chapter closes with a section synthesizing the interaction between inter and intra-organizational changes, and a synopsis.

Initiating change relies on deliberation in the “public sphere” (Popper, 1972) to unleash “folk wisdom” (Rousseau, 2012), and the acknowledgment that the expert is inside the organization (Bonnet, 2003). However, maintaining a passive distance, scientifically commendable, between the researcher and the research object, and drawing on the principle of collective intelligence, requires casting a limitation between what is pragmatic and immediately mobilized, and an idealist hypothesis of maximal change (Pierre, 2010).

The pragmatic and participative nature of intervention research (Cappelletti & Baker, 2010; Coghlan & Brydon-Miller, 2014), limits the scope of the change process and draws a line between those maximal and the minimal hypotheses. The remainder of the research is, therefore, structured around a minimal hypothesis set forth by the length of the change that actors are willing to cross within the time, resource, and conjuncture constraints. Nevertheless, the change process gradually built-up trust among actors, and led them to internalize the cooperation process. The result of which is the development of a willful and dynamic undertaking to bring further change, as reported in this chapter.

4.2 Proposed improvement actions

The response to the descriptive conjecture came in the form of proposed solutions devised by cross-organizational project groups, and later validated by plenary meetings. At this stage, five of the fifteen participating NGOs decided to persevere in the research, and to carry on with the change process. The implementation stage NGOs were, in addition to SPRING and RESTORE, the local chapter of the international decentralization NGO, the Islamic-Christian dialogue NGO, and the civil society knowledge center. The small NGO working on environmental advocacy also expressed its desire to join the cooperation effort at a later stage, and joined the meetings intermittently.

The proposed solutions, expressed in actionable form in the ‘emic’ language of the practice, were directly related to the pivotal ideas that condensed dysfunctions as illustrated in the previous chapter. The solutions that found their way to immediate implementation, and the change dynamic that has set in are described hereunder.

On the strategy front, and in response to dysfunctions pertaining to lack of clarity in the strategic orientation, and the concern about political and confessional affiliations, several propositions were deliberated by participants. Solutions ranged from being specific about the themes and objectives of cooperation, to outlining expected benefits, and accommodating diverse advocacy styles. Solutions too involved alignment in the drive towards efficiency, retaining talent, especially youth, and preventing partisan divisions.

Further pertaining to strategic decisions, being transparent and advising partners about who and how decisions are taken in the organization, responded to the dysfunction stating that the lack of knowledge about partners’ decision-making processes creates over-expectations, only to depress them.

Deliberations also brought forward the strategic aspect of the allocation of resources needed to sustain the administration of cooperation. Actors pondered it to be essential to a successful cooperation, once trustworthiness is starting to build. Those include accounting for the material means to sustain long-term engagements, sharing support functions, communication platforms, and training programs, and housing cooperation’s support functions within NGOs. The latter ensures the continuity of the function.

The following table (Table 19) connects the dysfunctions related to strategic considerations with proposed solutions.

Table 19: Connection of deliberated solutions to identified dysfunctions corresponding to strategic concerns

| <u>Proscriptions: Dysfunction pivotal ideas:</u> <u>What Not to Do</u> | <u>Solutions: Proscriptions:</u> <u>What to Do</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Strategic Considerations</u> | |
| The strategic orientation of individual NGOs are not made clear to partners, especially when there is a confessional affiliation or an affiliation with political parties. | NGOs should cooperate on specific projects if they have different militancy subjects, or they should congregate by themes. |
| | Cooperation should accommodate conciliatory and confrontational style NGOs to benefit from the diversity without jeopardizing the individual positioning of NGOs. |
| | Avoid politically sensitive issues that call partisan alignment. |
| | NGOs should have the same level of commitment to the cooperation project, and towards efficiency, and they should outline openly their incentives, material and non-material, to commit to the cooperation |
| | NGOs should recruit youth that are more cause-driven than the older generation, and revive the civic spirit, in order to retain their human resources from being drained to international NGOs |
| <u>Leadership and decision-making</u> | |
| The decision making process within individual NGOs, who and how decisions are taken, when not made clear to partners, raises then depresses expectations from partners. | NGOs should inform their partners who and how decisions are taken internally, and what is the role of the NGO representative in the cooperation enterprise. |
| <u>Common resources</u> | |
| | Long-term cooperation requires administrative support, which requires material and human resources to be dedicated upfront. |
| | Outreach is key in the civic militancy; therefore, partners sharing communication platforms like social media, mailing lists, public exposure... enhances individual and collective visibility. |

| | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Share support functions among NGOs, like accounting, communication, recruitment... to reduce the administrative costs and leverage more resource efficiency. |
| | Housing support functions dedicated to cooperation at one of the partners' premises assures their sustainability. |
| | Conduct shared trainings using individual resources, e.g. dedicate periodically a number of hours for common trainings, develops competencies, and rapproches the language used in communications and reports |
| | Large NGOs provide smaller NGOs with temporary offices when needed, to survive periods of non-availability of funding |

Despite being expressed in the emic language, the solutions proposed have solid anchors in organization theory, namely the synchronized decentralization concept of the socio-economic approach to management, then the empowering inclusivity and collective intelligence of the theories of organizational development and civil society as public sphere. Theories that are relevant to solutions proposed also include active communication, the concertation and deliberation exercise, and tolerance and reciprocity of the theories of evolution of cooperation, civil society as public sphere, and the socio-economic management.

In regards to procedural considerations, the prescriptive hypotheses are provided to alleviate the heavy burden of procedures, or the absence of applicable procedures, especially the ones governing inward and outward communication. They are also concerned with equal visibility and regulating the important issue of the focal points. The propositions suggest routinely visiting the procedures to simplify them and to adapt them to concerted deliverables, to openly discuss and adopt visibility procedures, and to appoint a focal point, and an eventual replacement, who has leverage within their organization. Table 20 connects prescriptive and explicative theories relevant to procedural concerns.

Table 20: Connection of deliberated prescriptions to identified dysfunctions corresponding to procedural consideration

| <u>Proscriptions: Dysfunction pivotal ideas:</u> <u>What Not to Do</u> | <u>Solutions: Proscriptions:</u> <u>What to Do</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Procedural Considerations</u> | |
| Procedures that organize cooperation are disregarded because they add to the already heavy burden of internal procedures. | Simplify the procedures, and review them routinely to adapt them to the concerted deliverables. |
| The procedures that organize information sharing are not practical enough to be respected. | Formalize the procedures and rules of transparency related to financial transactions builds trust gradually. |
| Unequal visibility creates tensions among partner NGOs. | Discuss and formalize the procedures of visibility, especially when cooperation provides high exposure or impact. |
| The absence of a known focal point or a replacement in case of absence, and the extent of how much they can engage their organizations, brings disruption in the flow of information among partners and different levels of commitment. | Appoint a focal point in each NGO and a known replacement, and loop in several people in information sharing. |
| | A focal point that is a leader in her organization, as a formal decision-maker or an influencer, provides commitment and promptitude in taking action. |

On the procedural solutions front, here too the theoretical framework is solid, in the sense of the deliberative exercise, reciprocity, and the continuous negotiation/contractualization. Yet, a major feature is in the adaptation of the procedures to the functioning of collaborative action to maintain its applicability, and henceforth pertinence. This is a central attribute of the socio-economic theory that superseded other management control or quality control theories.

The solutions to what participants called common language, responds to differences in proficiency levels, especially when it comes to reporting, and to problems that occur from different expectations of mannerism, and the acute problem of non-commitment. Prescriptions recommend more professional postures, frequent encounters to facilitate knowledge sharing, and importantly, tailoring competency acquisitions to idiosyncratic needs. Table 21 illustrates the prescriptive/descriptive relationships in the development of a common language

Table 21: Connection of deliberated solutions to identified dysfunctions corresponding to common language

| <u>Proscriptions: Dysfunction pivotal ideas:</u> <u>What Not to Do</u> | <u>Solutions: Proscriptions:</u> <u>What to Do</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Common Language</u> | |
| NGOs use dissimilar languages and terminologies, have disparate levels of competencies and reporting proficiency, and different manners of interpersonal manners that create frictions | Formalize NGO structures, delineate responsibilities, task allocation, and accountability improves transparency and trust building with partners |
| Commitment to meetings and deadlines is very low, causing mistrust and demotivating partners | Develop knowledge sharing, and tailor trainings to the specific needs of organizations, like proposal writing and budgeting, brings partners to speed and enhances cooperation |

In this section, centerpiece is the dichotomy between developing common competencies to be able to use one language, and tailoring it to specific needs, and thus preserving the specificities of organizations. This apparent divergence is in fact bridged by the salient call for transparency, which respondents thought will be provided by a professional and well delineated structure as stipulated by theories of institutionalization. The following paragraph recounts how and the degree to which the change process occurred while making use of prescriptive finds.

4.3 Change initiated: NGO cooperation

The implementation stage provides the critical judgment of the research output (Trochim & Donnelly, 2008), and legitimizes findings through the proof of their practical relevance (Dameron & Durand, 2013; Hannan, Hannan, Pólos, & Carroll, 2007). This paragraph tells the story of the of the implementation phase. The so-far “headless organization” of the cooperation was still driven at this stage by the intervener-methodologist. As the research advanced, and the implementation phase put on tracks, cooperation leaders started to emerge. At the same time, leaders powering the intra-organizational change process started surfacing.

The research project that started in January 2018 with field diagnosis and analysis, then followed by project groups meeting to propose solutions, shored on the implementation phase one year later. Plenary discussions to decide upon one specific cooperation project to pursue took one month. Starting February 2019 to date, the implementation of the cooperation project destined to change the cooperation between participating NGOs, was adjoined with intra-organizational change initiatives.

However, came October 2019, a disruptive event on the national scale led by civil society, came to stall at first, then slow down, inter and intra-organizational actions. The ongoing national crisis, which will be related in the next section, delayed but did not stop the development of cooperation, and less so internal development initiatives. On the other hand, the social movement provided an opportunity to validate the results in a spontaneous, aggressive, and stressing field of NGO cooperation.

As evident in the minutes of meetings, four NGOs were reluctant in pursuing through the implementation phase. Concretely, this meant they had to apply the prescriptive findings while defining what kind of cooperation they choose to pursue, and who are the partners. To the latter question, the concerted answer was to broach the enlargement of the cooperation enterprise only after the caucus is well established. This aligns with diagnostic findings that identified trust among actors as the Achilles heal of cooperation, and that trust builds up gradually. To the second question, it was decided to encourage a fifth organization to participate in the implementation, to which it obliged. The civil society knowledge center was in fact interested in the research methodology, and asked the researcher to provide a plenary session for their employees to explain the socio-economic approach.

Strategic considerations.

Abiding by the prescriptive findings, which recommended the cooperation to be project based if not thematic, the first implementation meeting witnessed a discussion on the objective of the cooperation. Four suggestions were debated and voted. The following table (Table 22) shows the subjects that emerged from the discussion and the votes cast in favor of one or the other.

Table 22: Emerging Cooperation Suggestions and Votes Cast

| | SPRING | RESTORE | Decentralization | Islamic-Christian Dialogue | Civil Society Knowledge Center |
|-------------------------------------------------------------------------------------------|--------|---------|------------------|----------------------------|--------------------------------|
| Platform to meet regularly and develop trust | X | X | | X | |
| Minimal project e.g. Shared training | X | | X | X | |
| Committing project e.g. Advocating a law for tax exemptions to companies financing | X | X | X | X | X |
| Maximal project e.g. establishing and pursuing a common strategy | | | | | |

This was the first of the prescriptive solutions applied to the context of the project. Other prescriptive solutions became naturally embedded in the flow of the meetings, while some did not yet come into practice because the cooperation was still in the build up phase.

For example, being transparent and explicit about the management styles and intra-organizational decision-making process, would normally be considered as an indiscretion. However, the minutes of meetings recorded the application of the prescribed where each. Time was dedicated to every NGO representative to explain openly who and how the decision-making process goes in their organizations. The same went for outlining the material and non-material incentives to join the coalition, precisely those that go beyond the traditional socio-ethical goals that rally NGOs. The choice of the project in itself was justified by the need to secure more national resources to be able to sustain operations, and to dissociate partially from the grip of foreign donations.

Historical event.

A historical event at the national level occurred during the course of the implementation phase. A nation-wide social movement that fell the government, and one that was extremely polarizing, was populated by civil society. However, social intelligence prevented actors from bringing in politically polarizing issues (PH3) and concentrated on the concerted objectives of cooperation, which cannot be said about the nation wide social movement. This movement was a priceless terrain of validation of findings, which will be discussed in an upcoming paragraph.

From another perspective, time limitations did not allow the implementation of all resource sharing prescriptions, however, temporarily housing smaller NGOs (PH12) is a usual practice for SPRING and the Civil Society Knowledge Center. Common trainings (PH11) are also starting to develop among partnering NGOs.

Procedural considerations.

As meetings followed one another, the procedures were developing to accommodate both the needs of cooperation and individual requirements, while keeping them simple (PH13). The formalization of procedures, ethics and transparency (PH14), and the rules of visibility (PH15), while crucial and discussed in cooperation implementation meetings were not yet given enough time to be formalized and put to practice. This will become more the focus as the cooperation effort becomes more public when the tax exemption law is pushed through government, and broader coalitions are required.

Communication being germane to the success of cooperation, the appointment of a focal point who has leverage and leadership roles in their organization (PH17), was formalized in the minutes including the replacement in case of absence (PH16). A list of primary focal points, and replacements was shared among participants. Replacement focal points were decided to be looped in the communication correspondence. The concern about effective communication, information sharing, and coordination was also an issue prioritized in the intra-organizational interventions, which will be boarded hereinafter.

Common language.

Developing a common language (PH19) is also related to the previously mentioned resource sharing. However, the active interaction between cooperation components serves this purpose. Lastly, professionalizing the individual organizational structures (PH18) became high on the agenda and evolved to work-in-progress for partner organizations.

4.4 The impact of the national social movement

The eruption of a nation-wide social movement was a historical and disruptive event by all perspectives. The civil movement happened during the course of the intervention in the implementation phase. Civil society organizations in general were major players in the movement that was able to fell the government and dramatically change the socio-political narrative. It had two direct implications on the research. The first one tested the bonds of the cooperation project. The second implication is that it provided a large-scale observation field to the veracity of findings.

Regarding the first implication, the intensity of the movement halted the cooperation effort for about two months. This was not especially peculiar since the movement stalled the whole country. However, this stalling was beneficial for the cooperation because it permitted leaders to stand out. After more than one month of freeze, the executive director of RESTORE took the initiative to call for a meeting to press ahead with the cooperation project that is the advocacy for a tax exemption law. She also assigned, as her co-focal point, the law educated head of corporate relations at RESTORE. They were alternating their presence, exhibiting commitment, readiness to share knowledge, connections, and visibility, and the ability to entrain the others. The resolutions resulting from meetings and assigned to them were promptly executed. SPRING also demonstrated leadership maturity, and keenness to succeed the cooperation. Assigned as focal points were the head of external relations program, and the head of programs. Benefiting from knowledge created in the intervention, other cooperation initiatives were initiated between partner NGOs. For example, SPRING and RESTORE are discussing joint ventures and joint advocacies. Other cooperation projects are emerging with the small environmental advocacy NGO.

On the other hand, as a result of the social movement, Civil Society Knowledge Center decided to pause their participation in the tax exemption law project, but suggested what they consider as a more apposite subject of cooperation that is “best practices for private and public partnerships”. The other partners have yet to take a decision.

Regarding the second implication, the social movement appeared to be highly decentralized, both geographically and in terms of activist claims, with no central leadership. It succeeded almost instantly and relatively peacefully to change the whole socio-political narrative in Lebanon. This success, seemingly with no cooperation mechanisms among civil society actors, strained the researcher to take a deeper look at the reasons of failing cooperation, and what needs to change.

As mentioned, civil society organizations including universities and professional bodies took an active part in the national movement. As both a university professor, and a civil society activist, the researcher spent two months intensively engaged in the emerging field, visiting and observing several demonstration sites, taking part in citizen discussions, and discussing with peers.

This implication permitted verifying the results of the research on the diagnosis side and the confirmation of cooperative dysfunctions among civil society. Moreover, what was an intimate conviction of the researcher due to observation and peer discussion, became soon after subject of news and public debate. For example, the initial success in changing the narrative and forcing the government to resign, and political parties to adopt the reclamations of activists, led many to consider that there is no need for the active organizations on the ground to synchronize their actions. This tendency was reinforced with the initial success, as opposed to aborted coordinated movements that were undertaken in recent years. There was even discrepancies among actors on the extant and name of the events, whether this represents a revolution, a civic movement, or something else. This led to acrimonious exchanges, private, and public, between actors from the same aisle.

However, the failure to change the socio-political agenda of the government, and less so the political landscape of representatives, have driven a public discussion that cooperation is a requirement of success, and another grass-roots discussion on the difficulties of cooperation. The indicator of this failure is the formation of a new government that adopted the agenda of the previous one, and the dissatisfaction of the social movement and the general public with it.

The public discussion, which includes the many scholars involved in the social movement, to change their position closer to what this research findings are: Clarifying strategic orientations and political affiliation, agree on a specific project, accommodate the less radical activists, move away from partisan slogans, disseminate information effectively, bring language closer, and coordinate.

That being said, the social movement per se is outside the scope of this research, although the interest in its initial success and the failure to capitalize, so far, and how to succeed will be subject for many writings.

4.5 Intra-organizational change

The interorganizational intervention's solution provision phase was paralleled with an intra-organizational one. The intra-organizational diagnosis started in August 2018, six months after the interorganizational investigation launched. The adoption of intra-organizational change projects came in August 2019 and is since gaining momentum.

The same inclusivity and empowerment paradigm, upended with socio-economic tools, was adopted to devise solutions, with a notable exception. Project groups working on solutions had to support them with an economic balance. Based on the calculation of dysfunctions, the economic balance reports the cost benefit analysis of any action taken. However, the minimal versus maximal hypothesis applies, despite the dynamic that was started and the drive to conduct change as reported hereunder.

4.6 Initiated change: SPRING NGO

The story at SPRING is one about a dynamic of change that is gaining in magnitude, and another about personal development. Particularly impactful, is the personal development, the adoption of the terminology, and the will to delve more into the socio-economic management. This is true for the general director, the newly appointed head of support functions promoted up from the management of the financial department, and the internal intervener.

Change initiated in SPRING came against a backdrop of caution and skepticism, resulting from the previous attempt to remodel the organization. The minimal hypotheses that were opted for, inscribed among the convergences between the inter and intra-organizational.

As a reminder to the reader, SPRING intervention happened along a horizontal intervention in the top cluster of the organization, and a vertical intervention in the mobility program and the human resource department. In the horizontal intervention, three themes were prioritized for immediate treatment by cross-functional project groups:

- **Assuming strategic choices** working on the transformation from NGO to social enterprise turned towards efficiency, who and how decisions are taken and the role of the founders in executive decisions, and decentralization. This theme converges with the interorganizational strategic consideration about clarity of orientation and decision-making prerogatives.
- **Compensation scale and revenue diversification** is a sustainability concern from the resource perspective. Improving salaries allows the retention of talent and pushing efficiency forward. Revenue diversification away from government resources allows stability in the face of economic adversity in an environment of political instability and depressed public budget. This is also similar to the strategic resource concerns of NGO cooperation, but also in the cultural concerns that preconizes the retention of employees.
- **Time management and competing priorities**, mirrors the common language issues of commitment to deadlines and meetings, but also to the procedural aspect of organizing meetings and information sharing.

Assuming Strategic Choices.

The project group has defined eight solutions to tackle the basket of dysfunctions:

- i. **Outreach:** defining the geographic coverage of the services provided by each center, taking into consideration their regional specificities, as some of them are concerned by the high rate of inhabitants per square meter opposite to other centers concerned by the low rate of inhabitants per square meter.
- ii. **Monthly meetings:** between heads of regional center and heads of program in order to solve issues and ambiguities, especially on roles and responsibilities. An agenda is defined with specific topics to be addressed, discussed, and delineated into resolution sheet recording the actions, responsible and deadlines decided during the meeting. This method has been identified as the best method to solve issues while avoiding direct confrontation and infinite discussions on role and responsibilities based on the outdated or non-applicable job descriptions.

The project group has decided to make the monthly meeting an opportunity for solving the dysfunction of defining the geographic coverage of the services. A small group of programs managers and centers has prepared a proposition for each regional center taking into consideration their specificities.

As a result, the proposition has been presented during the first monthly meeting and each center has committed to define a geographic map of their services coverage with the support of the program managers, validated during the second monthly meeting.

The two monthly meetings implemented have been well perceived by the programs and centers managers, as they have been producing a solution to a dysfunction without confrontation on role and responsibilities, and an opportunity to re-establish communication and relationship. However, this initiative is still fragile as the third meeting has been postponed several times showing that one person should be nominated and made responsible for organizing those monthly meetings in order to make them a routine and avoid to come back to the previous situation of conflictual relationship.

- iii. **Needs:** creating a form to bring out the needs from the field that are not covered, in terms of services and products. The lack of information from the field is

impairing the program managers in defining their strategies, and the centers in not being able to provide services or products needed by the beneficiaries.

At this stage, the solution has been proposed but not implemented.

- iv. **Decision:** Defining the decision-making process for financial and non-financial decisions. The current decision-making process is not clear as role and responsibilities are still debated between program managers and center managers following the previous restructuring of the organization.

The project group has decided to combine this solution with the accountability system definition, which is a solution proposed in the *Compensation scale and revenue diversification* theme.

- v. **Policy:** simplifying and unifying the missions and visions of the organization, in a context of several business models within the organization and value clash between the efficiency driven and the socially oriented actors.

The solution is currently being studied in order to clarify the social enterprise activities from purely socially oriented ones.

- vi. **Strategy review:** Devising a 5-year strategic plan in order to develop the organization and align the goals of each employee with the goals of the organization.

The current project is seen as part of the 5-year strategic plan, as the solutions proposed are themselves leading to more projects of organizational change, operational change and new activities creation.

The executive director has decided to adopt the socio-economic approach to develop a five-year strategic plan involving all the employees in its definition and implementation.

- vii. **Board:** nominating new board members in order to bring new areas of expertise to the board, to define the priorities of development and evaluate the results.

The objective is to ensure the future of the organization with its second generation of leadership. As a demonstration of the specific culture of the organization it has been decided that half the board members should be people with disabilities.

The actual board, the general director and the head of quality are working on the nomination of new board members, with a timeline of 18 months due to the legal procedures.

Time management and competing priorities.

The initiatives decided took aim at improving proactivity in time allocation and the lack of which for creative activities. Those were:

- i. **Ticket email:** creating a ticket email system in order to prioritize and complete internal requests.

The implementation has been prioritized for the marketing and logistics department, with the support of the Information & Technology department that has already implemented the solution for several years.

The solution would potentially be duplicated to other departments after analyzing the results of the two departments currently implementing this solution.

- ii. **Periodic meetings:** The solution has evolved from recruiting a secretary to prepare the agenda and the follow-up of the meetings to a solution based on capacity building for all the employees to be able to properly organize meeting and ensure the follow-up of the actions decided.

A member of the project group is working with the Quality department to define the best practices of meetings, including the agenda, the invitation, the animation methods, the resolution sheet and the follow-up, that would be shared with the employees as a training.

Defining all the periodic meetings necessary for smoothing the operations of the organization and sharing best practices among units doing the same work in different centers.

Adding visual techniques for more communicative and interactive meetings.

- iii. **Training:** organizing practical training for employees on time management and planning tasks.

The project group has agreed to complete the socio-economic tools of time management and competency grid as a first step to analyze the current situation but has shown limits in effectively completing the grids.

- iv. **Double positions:** Cancelling all double positions in the organization for employees taking more than one position in the organization, which implies recruitment of new personnel. Taking a closer look at this solution, the leadership has decided to opt for a socio-economic artefact, the delegation span, to organize double positions before opting for additional recruitment.

- v. The project group has decided to combine this solution with the accountability system proposed in *Compensation scale and revenue diversification* theme.
- vi. **Project proposal writing:** Project proposal writing is an important task in the organization, because it is seen as the source to attract foreign funding streams' donations. Proposal writing requires coordination between several departments. It was decided to formalize the process of proposal writing.

The process has been defined and includes two meetings, one preparing the project proposal to coordinate the inputs from the programs and support departments, and another to launch the project once it has been selected and approved by the donor.

Routinizing the process for assimilation by all the actors.

- vii. **Open space:** reorganizing the interior spaces to improve collaborative work and calm dedicated spaces.
The project group has decided to start with the headquarters building, the plans have been validated and the rehabilitation work has begun.
- viii. **Pair work:** setting-up a pair-work system to ensure the completion of work in case of illness or holidays.
- ix. **Lunch break:** change the lunch break from 30mn to 1 hour.
- x. **Monitoring of working hours:** organize the monitoring of the working hours to avoid over time hours or the contrary.

The last three solutions have more broadly opened the topic of job descriptions, as it is necessary to define the critical tasks, the versatility, the flexibility for each position, and the potentiality of working from home.

The project group has decided to combine this solution with the accountability system definition proposed in the *Compensation scale and revenue diversification* theme.

Compensation scale and revenue diversification.

This theme solicited the most discussion and attention. The reason is that it tackles the issue of sustainability of the organization beyond the previous phase characterized by heroic leadership and organic growth. This project is perceived as a milestone in the transformation from NGO to social enterprise, because it defines the responsibilities and rewards of every actor in conjunction with the organizational performance.

The conceived solutions include:

- i. **Accountability:** create a ‘rewards and punishments’ system for capacities’ building, to reverse the trend of complacency and solve the problems of cash flow. The project team is considering this solution as essential for the development of the organization.

After benchmarking international companies from different sectors, an overall system has been defined and validated by the board. The accountability has been understood has a result of an overall system, from the definition of strategic goals to the definition of personal goals of each employee. It is perceived as a technique of motivation in order to make the employees accountable in a perspective of general performance. Its implementation will be coordinated with the five-year strategic plan of the organization mentioned above.

- ii. **Compensation scale:** defining a new and fair compensation scale, including the benefits. The salaries would be defined according to the actual skills and responsibilities of each employee, not only according to the job description. The salaries were traditionally lower than the market’s benchmark because the culture of the organization calls upon service to the community. It was decided that salaries would become more balanced between the market scales and the culture of the organization.

This solution is directly linked to the accountability system and will be implemented in parallel. Even though, a preparatory work has been done to establish a list of benefits, unify the job descriptions and job titles among employees having the same position, and create a working group that will implement the solution.

The standardization of the job description is being reviewed by the leadership of the organization towards another socio-economic artefact, the competency grid. This tool works towards a dynamic contractualization of the work space, since it assures the periodic negotiation of skills, tasks, and competencies to develop in concentration between actors and their immediate superiors.

Personal development as seeds for sustainable change.

It is observable in the attitudes and behaviors of many actors, but markedly expressed by the general director, the newly appointed head of support who took the lead in the accountability and compensation scale project, the internal intervener(s), and the horizontal project group as a whole.

Personal development of the general director. The general director is a former national scout commissar and has left a high-ranking banking position to join the organization, driven as expressed by himself, by its social purpose. Taking the helm of the organization after a charismatic leader and a centralizing figure, and being tasked to conduct the “transformation from an NGO to social enterprise”, threw him into “doubt about his collaborative management style”. In his expressions, this research has “changed his perception in defining the strategy of the organization”. The economic dimension of the adopted method gave him and his team the tool to push forward in the transformation an enterprise bound by resource efficiency. Another important dimension is the self-confidence he earned in bringing his participatory leadership style to a more assertive stance, through the use of socio-economic artefacts. He repeatedly stresses “the importance, in order to transform into an agile social enterprise, of negotiating personal and organizational objectives, and the tie between them, and the importance of adding numbers to social goals”. His adoption of the socio-economic approach, in method and language, is driving him to expand the scale of the socio-economic interventions to all units with inclusive participation. He has launched the works for a “5-year strategic plan, including the implementation of the solutions already designed and adding more strategic activities, to ultimately incorporate the socio-economic management”.

Personal development of the horizontal project group members. The project group is a mixture of veterans of the organization and new recruits, different age brackets, previous beneficiaries from underprivileged communities and not, civic militancy background and business, several nationalities and coming from different walks of life, promoted from within or recruited directly to managerial positions. The following quote was inked by one of the team members to describe the transformation within the group:

“The project group has first shown skepticism about the project, appearing for them as an additional tentative to solve organizational issues, especially in the context of a conflictual restructuration advised

by a consultancy a few years earlier. Through its socio-economic approach and methodology, the legitimacy of the project team has grown, as well as the involvement of the project team, particularly while proposing their own solutions to solve the dysfunctions. The project team members have felt themselves as actors contributing directly to the development of the organization in the purpose of better serving the most vulnerable. This has been shown especially with people working for years in the organization, that were the ones showing the most skepticism about the project at its beginning. The project has been an opportunity to raise their voices, so they could propose their solutions designed from their experiences inside the organization. Also, the project has been an opportunity for the project team to take the responsibility of implementing one or several solutions by themselves, stepping forward in their managerial and/or strategic activities. The project team has overall gained in terms of confidence and maturity, being able meetings after meetings to link and coordinate the solutions between them and to take the responsibility of implementing solutions involving strong organizational changes; passing from a stage of being purely solutions designers to solutions implementers”.

Personal development of the internal intervener(s). Two different internal interveners have coordinated the implementation of the socio-economic project within the organization. The first internal intervener started the coordination at the beginning of the project, animated the project groups meetings drawing the solutions to the dysfunctions and formalized the action plans where the project groups have shown some difficulties. She demonstrated leadership and initiative where the skepticism of the project group members stalled the process.

The second internal intervener had newly arrived in the organization when nominated to replace the first internal intervener who was up for a long leave. Meanwhile, the project had been stopped for two months, as the organization was facing a cash flow crisis impacting directly the workload of the project team. Moreover, the project group

“had raised doubts about the priority of the project compared to the priority of finding urgent solutions to this cash flow crisis putting in danger operational activities and the payment of the salaries”.

The second internal intervener, coming from the private sector, also demonstrated

leadership, in her expressions,

“after a meeting with the general director and with his endorsement, the second internal intervener has organized a meeting with the project group and the general director to re-launch the project. The project group has jointly agreed to continue the project, understanding that the existence of a cash flow crisis has been linked to dysfunctions existing for a long time and not only at the financial level, but also at strategic and organizational levels as the analysis of dysfunctions has shown. The project group has thus considered the project as one of the solutions to fix the cash flow crisis and contributing to the development of the organization”.

The second internal intervener has since animated several meetings to review the action plans for a final agreement from the project team and followed-up their implementation. Both internal interveners, found the project to be “a very good opportunity to understand the development of an organization, from a humanitarian association toward a social enterprise, and have been glad to be an actor contributing to its development. They have discovered a mosaic of personalities and learned how to adapt to each one of them, developing know-hows, like compromising, team motivation and empowerment”. This demonstrates the importance of the internal intervener as leader in their organization, but also, as expressed by their development of

“positive feelings to take-up this challenge for an organization helping vulnerable people, creating an alchemy she has been looking for in her past professional experience in the retail sector”.

It is utterly evident that the solution provision revolves around the socio-economic approach to management that stipulates a structure in synchronized decentralization, with procedures adapted to the inclusive participation and dynamic of contractualization in the organization.

4.6.1. Initiated change: RESTORE NGO

The process of devising solutions coincided with RESTORE’s yearly strategic planning retreat. As a consequence, it was decided to include them in the strategy discussion. Project groups presented to colleagues their propositions that were debated and openly

voted. Out of four initiatives presented, three were adopted.

Prior to the strategic planning retreat, three project groups were formed to undertake proposing solutions for the pivotal ideas prioritized in the diagnostic phase. Solutions proposed were finalized after a transversal meeting gathering all three teams to work out overlaps. The themes prioritized and undertaken by project groups, were in direct convergence with interorganizational problematics.

The first group named **Distribution of roles** worked on the *Distribution of Roles and Decision Making: Blurred Roles, Focalized Decision Making, Inadequacy of Chart to Organizational Growth*. This theme crosses directly with the interorganizational theme of lack of clarity to partners on how decisions are taken. The second group named **Strategy** handled *Strategy Development, Alignment, and Control: Strategic Anticipation and Management Control Weakness, Lack of Alignment between Personal and Organizational Objectives*. The group also undertook reviewing the NGO's board role as a strategy component. This also crosses directly with the interorganizational theme of clarifying strategic orientations of individual NGOs. The third group named **Communication** addressed *Insufficient Communication and Coordination: Insufficient Communication, Ineffective Meetings, Uneven Visibility*. Also crossing with the interorganizational concerns of information sharing and regulated NGO visibility.

Distribution of roles.

The objectives of the group were set to (a) conduct better time management, (b) decrease overstepping of tasks between team members, (c) increase efficiency in work flow, (d) improve task distribution and delegation, and (e) eliminate activity double doing.

The proposed solutions were presented in the form of an action plan that included the tasks to be conducted, target of the task (individuals, individual+supervisor, sub-group, or the whole team), and cost of the activity. The response included:

- i. Reviewing individual terms of reference (TOR) by team members
- ii. Individually negotiate TORs with supervisor
- iii. Develop a delegation span for each task that depicts the decisions that could be taken without further notice, the decisions that could be taken but included informing the supervisor, the tasks that could be taken only by the supervisor in concordance with the individual, and those that are not their concern ("not my job").

- iv. Reviewing TORs and delegation span within sub-teams for finalization.
- v. Developing general TORs for specific positions identified as project manager, project coordinator, field officer, and project assistant.
- vi. Meeting with all team members to disseminate TORs and delegation across the organization.
- vii. Developing an information sharing protocol to stay updated on task distribution.

The project was voted in during the strategy retreat, and leadership and follow up roles were assigned to a component manager along with the internal intervener who became the human resources officer.

The implementation was underway as scheduled; however, the executive director had required a training on the competency grid tool of the socio-economic approach to advance.

The results so far include a clearer division of projects and components (sub-groups: functions, departments, projects), the delineation of management roles in each position, and a subsequent reduced ambiguity in decision-making and information sharing especially when actors have inverted roles among sub-groups, for example, when one sub-group manager has a subordinate team member to whom she has to report in another sub-group.

Communication.

The economic balance of the solutions proposed pointed to ten times return for the time spent by team members to develop the solutions, through improved information sharing.

Preconized solutions included:

- i. Meetings' organizations:
 - a. Conducting regular meetings on the sub-team and project levels, adding to the general weekly meeting
 - b. Organize meetings and update meeting protocols and norms, with reviewed forms: Meeting email format that includes agenda motions, resolution chart form to conclude meetings with specific action/actor/resources/timeline.
- ii. Organize two plenary meetings, in the presence of the executive director, to further understand the issues of public visibility, and how team members' achievements could be better appreciated and highlighted.

The implementation phase, as reported by actors, witnessed a considerable improvement at the component and sub-group levels, though not as much on the NGO level.

Strategy.

The group's objective to find solutions for strategy development, alignment, and control, was divided into two main themes. The first one concerns revising the strategy, then defining the approach to do so. The second theme addressed the reformation of the board to play a clearer role in the sustainability of the organization. The solutions suggested to review the strategy recommended a process that starts from societal needs assessment, and completed with strategic management controls that includes collecting field data for monitoring and evaluation, as follows:

- i. Conducting societal needs and problems assessment on a continuous basis, with the eventual intervention of an external consultant.
- ii. Prioritization of the problems to be reviewed internally and semi-annually, following a participatory approach to align personal objectives, with component and organizational interests.
- iii. Defining proposal writing objectives, aligned between societal needs, organizational objectives, and donors'. Proposal writing objectives should include technical, community and monitoring an evaluation aspects.

- iv. Developing the projects on a result-based approach.
- v. Assign a management control team to follow on the whole project cycle from inception till closure.
- vi. The solution also recommended a yearly in-depth revision of strategy.

The actual board being overly passive, the solutions suggested regarding the reformation of the board, which included redefining the role of the board and the criteria for board members, was voted out by team members.

The implementation phase, particularly regarding collecting data field to loop in back in the monitoring and evaluation of projects has been pushed back because the organization is installing an automated application to enter data. However, actors are skeptical about it because they perceive the problem not in the data entry, but rather in the delay and clarity of field information when conveyed to the central office.

Personal development as need to structure involvement. The personal development that occurred at RESTORE was less about inclusion, and more about structure. The flow of the inclusive participation of actors, strongly embedded in the functioning of the organization, appended with its growth, was flawed by the lack of structure in how participation unfolded, and how it was channeled into productive energy.

In fact, the case of RESTORE went beyond the positive psychology dominant in their management style, and was less about self-expression and democratic debate, rather about giving structure to the debate to yield results. The development went to anchoring solutions in dysfunctions, supporting action plans with economic balances, evaluating actions based on the calculation of dysfunctions, recognizing conflict to transform it into positive energy instead of taming conflict and depressing potential. This goes beyond the positive psychology.

4.7 Complementarity of inter and intra-organizational change

Change occurring in the interorganizational cooperation is accompanied with changes intra-organizationally. The following table (Table 23) illustrate change initiatives undertaken in the cooperation between NGOs, and the initiatives primed within SPRING and RESTORE. The tables organize the initiatives under rubrics to allow an overview and comparison. The rubrics, inspired from the pivotal ideas, allow a better understanding of the convergence and specificities, and indicate relations. The rubrics are, strategic orientation, political sensitivity, decision-making, accountability and management control, time management, procedures, visibility, meetings organization, proposal writing, focal point, civic spirit. Where comments are due, they are included in the table and marked as so. The tables are also appended with comments debated with peers and actors, and followed by an indication of what has been achieved so far.

Table 23: Comparative table of inter and intra-organizational solution provision

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Strategic orientation</u> | | |
| NGOs should cooperate on specific projects if they have different militancy subjects, or they should congregate by themes. | | |
| | <p>Strategy review: Devising a 5-year strategic plan in order to develop the organization and align the goals of each employee with the goals of the organization.</p> <p>Policy: simplifying and unifying the missions and visions of the organization, in a context of several business models within the organization and value clash between the efficiency driven and the socially oriented actors.</p> | <p>Conduct a yearly in-depth revision of strategy.</p> <p>Following a participatory approach to align personal objectives, with component and organizational interests.</p> |
| | <p>Outreach: defining the geographic coverage of the services provided by each center, taking into consideration their regional specificities, as some of them are concerned by the high rate of inhabitants per square meter opposite to other centers concerned by the low rate of inhabitants per square meter.</p> <p>Defining the geographic coverage of the services. A small group of program managers and centers has prepared a proposition for each regional center taking into consideration their specificities.</p> <p>Needs: creating a form to bring out the needs from the field that are not covered, in terms of services and products. The lack of information from the field is impairing the program managers in defining their strategy, and the centers in not being able to provide services or products needed by the beneficiaries.</p> | <p>Conducting societal needs and problems assessment on a continuous basis, with the eventual intervention of an external consultant.</p> <p>Prioritization of the problems to be reviewed internally and semi-annually.</p> |

Comment 1: The strategic revision commended by intra-organizational interventions, implies objectives to pursue and to review periodically.

This will forcibly lead NGOs to define whether they need or want to cooperate with other NGOs. This supports the interorganizational requirement to congregate around a specific project or by theme, depending on the objectives, and not cooperate for the sake cooperation.

Comment 2: The participatory approach, engaging and aligning employees in the strategic review of organizations, seems even more plausible at the interorganizational level. A willful cooperation of NGOs needs NGOs to align their goals with the cooperation goals.

Comment 3: Although there is no specific mention of how to anchor cooperation projects, as explicit in intra-organizational strategy orientation, it is implicit that cooperation projects should respond to needs defined by NGOs.

Comment 4: The interorganizational strategic review is logically an antecedent to intra-organizational cooperation strategies, because the strategic orientation of organizations will define their a priori need to cooperate and on which issues.

Achieved so far:

The choice of the cooperation project, specific to advocating a law that exempts Lebanese companies from taxes when they finance NGOs, is a direct implementation of the first cooperation prescription. It is also anchored in the needs of partner NGOs that suffer from dependence on foreign funding.

SPRING has launched an in-depth strategy review, after getting the approval from its founding members still active on the executive board. It has defined three major strategic axes combined with three initiative axes. The strategic axes are: Autonomy defined efficiency, consolidation defined by elaborating a vision towards simplifying, and growth. The initiative axes are: Assessing the needs whether internal to the organizational or societal, piloting innovative projects, and rolling out successful pilots into routines. It was decided that the strategy review be based on socio-economic premises.

The internal assessment is based on the discovery of dysfunctions. The decision to roll out the dysfunction of diagnosis has been take, and the subsequent action plan is being prepared by the head of the support functions. As for the external assessment, a form has been produced and is presently being put to test in one of the regional centers.

RESTORE's latest strategy review was conducted in August 2019. The decision to review the strategy bi-annually will be conducted in March 2020 when their yearly planting campaign is over. The review will serve to launch a new needs assessment plan, and a personal objectives plan. Meanwhile, the director has scheduled a training on the competency assessment inspired by the socio-economic competency grid.

Table 24: Comparative table of inter and intra-organizational solution provision

(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|
| <u>Political sensitivity</u> | | |
| Cooperation should accommodate NGOs with conciliatory or confrontational styles to benefit from the diversity without jeopardizing the individual positioning of NGOs. | | |
| Avoid politically sensitive issues that call partisan alignment. | | |

Achieved so far:

The cooperation project is, as previously explained, advancing in a context of socio-political tensions that are raising the partisan narrative to high levels. In a Lebanese context where political discussions are ubiquitous in social encounters, the meetings of partners and their cooperation has not brought in any political division. However, one has to note all NGOs around the table have non-confrontational styles. Testing a mixture of styles has yet to be tested.

Table 25: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Decision-making</u> | | |
| NGOs should inform their partners who and how decisions are taken internally, and what is the role of the NGO representative in the cooperation enterprise. | Decision: Defining the decision-making process for financial and non-financial decisions, and settling the debate on the roles and responsibilities of program managers and center managers. | <p>Reviewing individual TORs (terms of reference in job descriptions) by team members.</p> <p>Individually negotiate TORs with supervisor.</p> <p>Develop a delegation span for each task.</p> <p>Developing general TORs for specific positions identified as project manager, project coordinator, field officer, and project assistant.</p> |

Achieved so far:

This resolution has been implemented and inked in the minutes of meeting. NGO representatives who usually are reluctant to explain how decisions are taken in their organizations, have openly explained who they refer to commit and what are their prerogatives. This resulted in partners having reasonable expectations about time and resources to engage when a collaborative decision is to be broached.

SPRING included this resolution in their project to delineate responsibilities called “Reward and punishment”. A research was conducted by the organization to elaborate a model. A transversal group of actors crossing several functions and levels have started meeting on weekly basis to elaborate an action plan. The action plan is connected with the previously cited strategic review. This initiative is placed under the efficiency and innovation axes.

RESTORE has connected the development of the delegation span and terms of references with the competency analysis that they are planning to commission shortly.

Table 26: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <u>Accountability and management control</u> | | |
| Formalize NGO structures, delineate responsibilities, task allocation, and accountability improves transparency and trust building with partners. | <p>Accountability: Create a ‘rewards and punishments’ system for employees’ capacity building, to reverse the trend of complacency and solve the problems of cash flow.</p> <p>Compensation scale: Defining a new and fair compensation scale, including the benefits. The salaries would be defined according to the actual skills and responsibilities of each employee, not only according to the job description, and would be balanced between the market scales and the culture of the organization.</p> <p>Double positions (roles): Cancelling all double positions in the organization for employees taking more than one position in the organization.</p> | Assign a management control team to follow on the whole project cycle from inception till closure. |

Achieved so far:

The wish for partner NGOs to formalize their structures through the transparent delineation of responsibilities has been met by the drive from SPRING and RESTORE to do so.

SRPING has prioritized and launched the work to instate “reward and punishment” system as noted previously, which is related to the compensation scale. However, cancelling double positions is being reviewed as a resolution. The scrutiny of double positions led the team working on it to look towards a more dynamic system inspired by the socio-economic delegation span, based on the analysis of time management and competencies. From another perspective, the decision was taken to nominate new board members to actively oversee the organization and to monitor its top echelon of executive. This decision comes also to assure the passage to next generation of leadership, and reinforcing its social culture by including people with disabilities to form at least half the board.

RESTORE has not broached this project yet as they have entered their yearly planting campaign, when actors are mostly out of the office, and spread all over Lebanon to oversee outplanting sites.

Table 27: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <u>Time management</u> | | |
| NGOs should have the same level of commitment to the cooperation project, and towards efficiency, and they should outline openly their incentives, material and non-material, to commit to the cooperation. | <p>Pair work: setting-up a pair-work system to ensure the completion of work in case of illness or holidays.</p> <p>Training: Organizing practical training for employees on time management and planning tasks.</p> <p>Ticket email: Creating a ticket email system in order to prioritize and complete internal requests.</p> <p>Monitoring of working hours: Monitoring working hours to avoid over time hours or the contrary.</p> <p>Lunch break: 1 hour instead of 30min.</p> | |
| Long-term cooperation requires administrative support, which requires material and human resources to be dedicated upfront. | | |
| Outreach is key in the civic militancy; therefore, partners sharing communication platforms like social media, mailing lists, public exposure... enhances individual and collective visibility. | | |
| Share support functions among NGOs, like accounting, communication, recruitment... | | |

| | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| to reduce the administrative costs and leverage more resource efficiency. | | |
| Housing support functions dedicated to cooperation at one of the partners' premises assures their sustainability. | | |
| Conduct shared trainings using individual resources, e.g. dedicate periodically a number of hours for common trainings, develops competencies, and rapproches the language used in communications and reports | | |
| Large NGOs provide smaller NGOs with temporary offices when needed, to survive periods of non-availability of funding. | | |
| Comment 5: Time management was identified as a pivotal idea at RESTORE, but treatment was postponed because strategic orientation, distribution of roles and decision-making, and burdening procedures were prioritized. | | |

Achieved for far:

Along this rubric, no specific action has been taken yet at the interorganizational level. However, SPRING was quick to instate a ticket email system to assure the timely follow up of tasks among actors. This was a system already tested with the IT department, and is being rolled out across the organization. The other initiatives have yet to be applied. The most demanding is pairing work to assure continuity of tasks, is directly related to the competency and time management analysis.

Table 28: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|
| <u>Procedures</u> | | |
| Simplify the procedures, and review them routinely to adapt them to the concerted deliverables. | | |
| Formalize the procedures and rules of transparency related to financial transactions builds trust gradually. | | |
| <p>Comment 6: For SPRING, adapting the procedures was an integral part of the pivotal idea related to consolidating and simplifying the business model, and adapting the procedures and control functions. Solving procedures' dysfunctions was seen as a priority. The organization was undergoing a holistic quality project; therefore, solving procedures' dysfunctions was incorporated in this project.</p> <p>Comment 7: For RESTORE, although burdening procedures was prioritized for treatment, solution provision was postponed because RESTORE was in the process of implementing ERP and the leadership decided to see the outcome.</p> | | |

Achieved so far:

This resolution has not come into practice yet, noting that no financial transactions have yet occurred between parties.

Table 29: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Visibility</u> | | |
| Discuss and formalize the procedures of visibility, especially when cooperation provides high exposure or impact. | | Organize two plenary meetings, in the presence of the executive director, to further understand the issues of public visibility, and how team members' achievements could be highlighted. |
| <p>Comment 8: Complaints about visibility at SPRING did not occur in the dysfunctions, seemingly because the organization is conducting a social media campaign that emphasizes the individuals working there. Another explication maybe that in a large organization, most people do not expect as much visibility as upper echelons.</p> | | |

Achieved so far:

Visibility requirements at the interorganizational level as openly discussed in meetings.

The decision was to take rotating turns in visibility and communication issues when the subject is general. When the subject is specific to one organization, for example reforestation or people with disabilities, the specialized partner takes the lead.

RESTORE's director conducted the plenary meetings, and decided rotating visibility with the support of the communication officer. Previously, the latter used to monopolize all communications. For example, when a TV interview is conducted, the communication manager will accompany the actor of choice to assure the quality of the interview while providing wider visibility.

Table 30: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Meetings organization</u> | | |
| | <p>Periodic meetings: Solution based on training all the employees to be able to properly organize meetings and ensure the follow-up of the actions decided.</p> <p>Defining all the periodic meetings necessary for smoothing the operations of the organization and sharing best practices among units doing the same work in different centers. So far, monthly meetings between programs and centers are instated, while defining the frequency of meetings needed within units is undergoing.</p> <p>Adding visual techniques for more communicative and interactive meetings.</p> | <p>Conducting regular meetings on the sub-team and project levels, adding to the general weekly meeting.</p> <p>Organize meetings and update meeting protocols and norms, with reviewed forms.</p> |
| Comment 9: Meeting organization was not mentioned per se for cooperation; however, a pivotal idea mentioned the lack of commitment to meetings. | | |

Achieved so far:

SPRING has started implementing monthly meetings between programs and centers. This was a major issue to resolve. The meetings' organization is presently subject to procedures and forms being developed by the quality department. Visual techniques called "war room" were suggested by the internal intervener. She had experienced them successfully in her previous job. An assessment is being conducted presently to define

what are the other periodical meetings required by organizational units.

RESTORE has updated its meetings protocol and started implementing weekly meetings at components-projects levels. Inter-component levels has not found success yet. The director has to show less complacency on the subject for actors to assume the task.

Table 31: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Proposal writing</u> | | |
| Develop knowledge sharing, and tailor trainings to the specific needs of organizations, like proposal writing and budgeting, brings partners to speed and enhances cooperation. | Project proposal writing: Defined as including two meetings, one during the preparation of the project proposal to coordinate the inputs from the programs and support departments, and the second to launch the project once it has been selected and approved by the donor. | Developing the projects on a result-based approach. Defining proposal writing objectives, aligned between societal needs, organizational objectives, and donors'. Proposal writing objectives should include technical, community and monitoring and evaluation aspects. |

Achieved so far:

None of the initiatives have been put to implementation yet, although this rubric represents a clear convergence horizontally and vertically.

Table 32: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|
| <u>Focal point</u> | | |
| Appoint a focal point in each NGO and a known replacement, and loop in several people in information sharing. | | |
| A focal point that is a leader in their organization, as a formal decision-maker or an influencer, provides commitment and promptitude in taking action. | . | |

Achieved so far:

Minutes of meeting formalized the focal point in each partnering organization, and a list of them and their replacement in case of absence was shared among partners. It was also decided to include replacements in the emails pertaining to cooperation along with the focal point. This has been implemented with success as co-focal points came to meetings informed and ready to take decisions. All assigned focal points had their leverage in their respective organizations.

Table 33: Comparative table of inter and intra-organizational solution provision
(Continued)

| <u>NGO cooperation</u> | <u>SPRING</u> | <u>RESTORE</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|
| <u>Civic spirit</u> | | |
| NGOs should recruit youth that are more cause-driven than the older generation, and revive the civic spirit, in order to retain their human resources from being drained to international NGOs. | | |

Achieved so far:

Although a commonality agreed upon by partners and expressed openly, no specific action has been taken yet.

4.8 Conclusion: Synthesis of interactivity of inter and intra-organizational change

The intervention has started a change dynamic along initiatives related to the dysfunctions identified in the field. Faithful to the principle that the expert is inside the organization, initiatives were devised by deliberation among organizational constituents. The intervention process that was integrated in the transformation. It was internalized by actors, and gradually built trust among constituents that in turn favored collaboration and change. The result reported in this chapter is only intermediate because the transformation is ongoing. The transformation initiatives are running parallel, both in interorganizational cooperation, and in the intra-organizational

functioning of the two NGOs participating in the vertical research.

The solutions devised on the interorganizational front, and rolled into implementation to solve the lack of strategic clarity included cooperating on a specific project, which is advocating a tax exemption law. In the same vein, avoiding partisan alignments, being clear towards partners about expected benefits, and the internal decision making process, were all put into practice. Other initiatives were not yet implemented, though formalized in a common document. They essentially relate to accommodating various advocacy styles and recruiting youth, as well as concerting on and dedicating upfront the necessary physical resources. The procedural front of cooperation, the solutions devised recommend simplifying and continuously adapting procedures, and formalizing the rules of financial transparency and visibility of constituents. The procedure to assign a focal point in every organization to centralize the communication, and a replacement in case of absence, has been taken to execution, including the recommendation that the focal point should be somehow a leader in their organizations. The solutions to what was baptized common language included developing knowledge sharing among partners, and tailoring training to their specific needs. The last solution devised directly addressed the intra-organizational governance. The issue of professionalizing the organization through the delineation of responsibilities and accountability were also part of the solution devised in the intra-organizational interventions.

The intra-organizational solutions devised were symbiotic to the interorganizational. Reviewing the organizational strategies and disseminating them, and negotiating the allocation of prerogatives, mirror the solutions to interorganizational strategic considerations. The allocation of tasks and responsibilities, and the relevant decision-making prerogatives parallel the decision-making clarity required in cooperation. Revising and adapting the procedures, including information sharing, communication procedures, visibility and organizing meeting, also reflect procedural consideration of interorganizational cooperation; the same with accommodating trainings to the specific needs to align with organizational goals.

Other solutions devised were pertinent to solving idiosyncratic dysfunctions, however, and similar to the interorganizational initiatives, none contradicted the socio-economic tenets of inclusive negotiation, synchronized decentralization, adaptation of procedures, and contractualization in the organizational landscape.

Last, it is important to mention that a historical event happened during the course of the intervention that put the intervention's findings to the test. A disruptive social

movement at the national level was led by civil society organizations. It became an additional field to test and validate findings of this research.

The following chapter 5 precedes the conclusion chapter. It provides a discussion on the findings, the relations between inter and intra-organizational findings, and their impacts on theory and practice. It also discusses limitations and future research.

Chapter 5: Discussing the findings: The impact of this research on theory and practice of NGO cooperation.

5.1. Introduction

The investigation of dysfunctions in the cooperation among NGOs led to a similar enquiry within participant organizations. The reason of this intra-organizational examination was justified by the need to get a deeper understanding of the root causes of the dysfunctions in NGO cooperation. The adopted research design also corroborated the rationale since it commands advancing simultaneously along horizontal and vertical interventions. Prescribed solutions ensued after the revelation of dysfunctions. They were devised collectively to bring changes to the cooperative performance. The same occurred at the intra-organizational level, where emergent consensuses on dysfunctions were met with concerted solutions to improve organizational performance. The implementation of the solutions at both levels of analysis was however partial due to management decisions and other limitations, like the availability of resources, the temporal length of the intervention, and other impediments.

This chapter uses the information disclosed in the previous chapters carrying on diagnostic and prescriptive findings. Then it discusses them from several practical and theoretical angles. The following paragraph 2 synthesizes the findings and relates them to the central hypothesis. It also discusses the relationship and causality between inter and intra-organizational findings on the proscriptive and prescriptive sides simultaneously. Paragraph 3 starts with the comparison of the findings against elements of the theoretical framework. A discussion on the practical implications of the research and its impact on NGO cooperation ensues. Paragraph 4 discusses the limitations and overtures on future research, before the chapter ends with a conclusion.

5.2. The relationship between NGO performance and cooperation among NGOs

The findings synthesized in this chapter relate to both the diagnosed dysfunctions and prescriptive actions. They are simultaneously related to the horizontal and vertical interventions. The horizontal intervention represents the interorganizational cooperation, while the vertical interventions represent the two NGOs that were subject

to the intra-organizational research, SPRING and RESTORE.

5.2.1. Dysfunctions in organizations versus dysfunctions in NGO cooperation

On the prescriptive side, the diagnostic findings show that, invariably, when a dysfunction is present within the two organizations concurrently, it is transposed in the cooperation. The research also demonstrated that organizations, as well as cooperation among them often exhibit similar dysfunctions.

A careful analysis suggests that organizational dysfunctions, which are idiosyncratic, spread from within to without the organization, and into organizational cooperation. NGOs are formed prior to the cooperative enterprise; cooperation attempts happen between previously instituted organizations. These non-governmental organizations have already developed their own microcosms of structures and behaviors. The rationale is supported by the socio-economic theory stipulating that dysfunctions are the result of the interaction between structures and behaviors (Savall, Zardet, 2008). Organizational actors endeavoring into cooperation, bring their behaviors with them, and tend to reproduce similar structures as the ones they are acquainted to and that evolve within their respective organizations.

The qualitative comparative analysis using the method of agreement (Ragin, 2014) reinforces the analysis regarding the direction of causality from intra towards interorganizational dysfunctions. The method of agreement specifies that when causal variables are investigated, and that one or more phenomena are identified across all instances, they represent patterns of invariance. In the present case, the phenomena are the dysfunctions crossing intra and interorganizational functioning.

Causality between phenomenon X and Y means that when X is observed then Y is observed, and, when X is not observed, then Y is not observed neither. In this sense, the dysfunctions that are present concurrently within organizations are invariably observable in the cooperation enterprise. However, when the dysfunction is not observable in at least one of the organizations, it is not automatically an issue in the cooperation. Regarding the direction of causality from within the organizations towards the cooperation, the dysfunctions in cooperation do not invariably affect intra-organizational performance. Table 34 synthesizes the transversality of inter and intra-

organizational dysfunctions.

The comparative table shows 11 synthesized dysfunctions. Out of the 11 dysfunctions, 7 are invariable instances across SPRING, RESTORE, and the cooperation. These are: the lack of clarity in the strategic orientations, the lack of clarity on decision-making, the burdening or inapplicable procedures, the deficiency in the flow of information among stakeholders and the organization of meetings, the lack of commitment to deadlines and meetings, the lack of adequate competencies, and the lack of institutionalization and management control systems.

Table 34 - Synthesis of transversality of dysfunctions inter/intra-organizational

| <u>Dysfunctions</u> | <u>SPRING</u> | <u>RESTORE</u> | <u>Cooperation</u> |
|-------------------------------------------------------------|---------------|----------------|--------------------|
| Lack of strategic clarity/orientation | X | X | X |
| Lack of clarity on decision-making | X | X | X |
| Burdening or inapplicable procedures | X | X | X |
| Deficiency in flow of information and meetings organization | X | X | X |
| Lack of commitment to deadlines and meetings | X | X | X |
| Lack of competencies | X | X | X |
| Lack of institutionalization and management control system | X | X | X |
| Uneven visibility of individuals | | X | X |
| Absence of an assigned focal point and replacement | | | X |
| Low compensation scale and revenue diversification | X | | |
| Excessive number of business models | X | | |

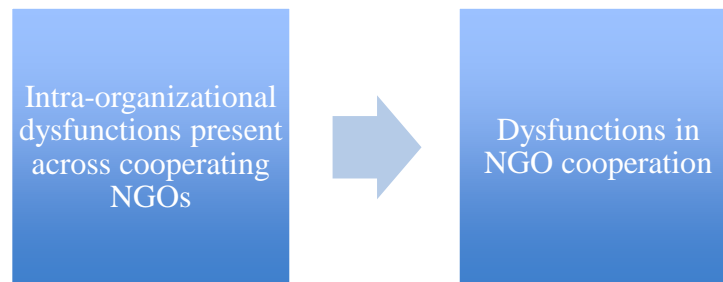
The remaining dysfunctions, 4 in total, do not cut across interorganizational cooperation and intra-organizational functioning. These are: the uneven visibility of constituents, the absence of assigned focal points and their replacement in case of absence, the low compensation scale and revenue diversification, and the excessive number of business models. A close look at these dysfunctions brings up specific organizational contexts that could justify the specificities. Another explanation could be that one dysfunction, as expressed, is contained in another one, but the expressions used by actors were different.

For example, the visibility of constituents, that is individual NGOs for cooperation or individual actors in organizations is not shared by SPRING. The reason might be that the latter had already started a campaign called “humans of SPRING”. The campaign highlights individuals from the whole organization, which could be considered as a proactive solution to this dysfunction. This constitutes further proof that it is a matter to act upon.

Another example is the interorganizational issue of assigning a focal point to tread with partners, and their replacement in case of absence. This issue likely falls under either the intra-organizational deficiency in the flow of information, or the decision-making clarity. Both of which are recurrent concerns in all three streams.

Consequently, it is commendable to say that intra-organizational dysfunctions delve into interorganizational cooperation. This confirms the first part of the central hypothesis, that dysfunctions are ubiquitous in NGO cooperation. It additionally adds clarity to the causality and the causal direction of dysfunctions. The causality runs from the intra and into the interorganizational performance; the intra-organizational being antecedents or cues to the interorganizational dysfunctions. Figure 6 illustrates the intra/inter relationship of dysfunctions.

Figure 6 - Causality between intra-organizational dysfunctions and dysfunctions in NGO cooperation



The same causality cannot be supported about the phenomena in performance improvement. For that matter, the following paragraph exploits the prescriptive findings of the research.

5.2.2. Improvements in organizations versus cooperation

This paragraph looks at the second part of the central hypothesis carrying on the impact of the developments in interorganizational cooperation affecting intra-organizational performance. Looking at the prescriptive side however, it emerges that the transformation initiatives undertaken to improve intra-organizational functioning are paralleled with initiatives undertaken at the cooperation level. The correlation between inter and intra-organizational change initiatives is observable in the synthesis table 35.

Table 35 - Synthesis of transversality of inter/intra-organizational improvement initiatives

| <u>Improvement initiatives</u> | <u>SPRING</u> | <u>RESTORE</u> | <u>Improvement of cooperation</u> |
|-------------------------------------------------------------------------------------------|------------------------|------------------------|-----------------------------------|
| Review strategy periodically/Clear orientation | X | X | X |
| Anchor strategy in needs | X | X | Implicit |
| Be clear and transparent about decision-making | X | X | X |
| Instate negotiated accountability | X | X | X |
| Improve time management | X | X | X Postponed |
| Insure commitment (same level of commitment) | X | X | X |
| Simplify and adapt procedures | X Prior undertaking | X Prior undertaking | X |
| Organize meetings | X | X | X |
| Build and align proposal writing capacity | X | X | X |
| Assure (individual) visibility | Prior undertaking | X | X |
| <u>Improvement initiatives specific to the context of interorganizational cooperation</u> | | | |
| Prevent political and confessional sensitivity | | | X |
| Accommodate advocacy styles | | | X |
| Assign a focal point with leadership attributes and replacement in case of absenteeism | | | X |
| Assure financial resources and physical premises to sustain cooperation | | | X |
| Recruit youth to restore civic engagement | | | X |

The table shows that when change initiatives were undertaken to improve cooperation, they were quite often reproduced within organizations. The generic initiatives started with periodically reviewing the strategy and clarifying the strategic orientation. This requirement directly transferred to within organizations. Asking NGOs to be clear about their orientation while cooperating with other NGOs made them rethink their own strategies and orientations, as much as the strategic orientations and purpose of partners

were questioned. The periodic review of the cooperation content correlated with the periodic review of individual strategies.

Likewise, **being clear and transparent about who and how decisions** are made in organizations, became a relevant undertaking horizontally and vertically. **Clarifying the internal decision rights and the decision-making process to partners**, were paralleled with the questioning and identification of the decision-making prerogatives within organizations.

Similarly, **instating negotiated accountability, ensuring the same level of commitments, and organizing meetings**, were also initiatives devised inter and intra to improve both the cooperation and the organizational performances.

Fewer initiatives were not shared across the horizontal and vertical interventions; however, as qualitative research methodologies recommend, the opposition of majority to outliers, appended with argumentation, enhances conclusion validity (Miles & Huberman, 1994).

Starting with anchoring strategies in societal needs, this requirement was explicit in intra-organizational improvements. On the other hand, one interorganizational initiative stipulated that cooperation should be centered on specific projects or themes. NGO projects are by design devised to respond to specific needs that are served by neither government nor markets (Edwards, 2014). This implies that anchoring NGO action in societal needs was also a solution provided to improve cooperation, though it was implicit.

The initiative to improve time management was common to intra and interorganizational interventions, though other priorities took precedence. For example, **simplifying and adapting cooperation procedures** to become sustainably applicable was immediately introduced. Concurrently within organizations, the **resolution to review procedures** was undertaken, however differently. At SPRING, though admitting that procedures when applied are burdening, a newly recruited quality officer was working on a quality manual for the whole organization, which implied more policies and procedures. At RESTORE, an already procedure-heavy organization, the attempt to improve this dysfunction was to install an ERP (Enterprise Resource Planning) system. This decision was taken prior to the start of this intervention with the support of a public foreign funding stream. Public agencies are more procedure oriented

than efficiency oriented as reported in the dysfunction analysis; particularly foreign funding streams are notoriously procedure stringent. This implies that when actors are faced with problems about procedures, their response is usually with more procedures. Despite their criticism of procedures, actors tend to devise solutions in procedure terms. This confirms the socio-economic tenet that organizations are plagued with outdated scientific management principles and bureaucratic responses (Savall & Zardet, 2008).

The initiative of assuring individual visibility was previously started at SPRING, but became an undertaking both in interorganizational functioning and also within RESTORE.

The remaining initiatives to improve cooperation did not translate into the intra-organizational development. They were specific to the context of cooperation between NGOs, like for example, the premise to accommodate different advocacy styles, and preventing political and confessional sensitivities.

The deconstruction of phenomena observed in the field, and detailed here above, logically yielded that improving interorganizational cooperation, mediated by the socio-economic approach, improved intra-organizational performance; however, the relation was moderated by other factors. SPRING and RESTORE were the organizations that committed to both the implementation phase of interorganizational cooperation, and the intra-organizational phase of the vertical intervention. Consequently, accelerating developments in the cooperation between these two organizations, and within them were observed.

On the interorganizational front, they have started new cooperation projects together in addition to the tax exemption law. The tax exemption law was one of the outcomes of this research. Outside the scope of this research, but as a direct result of it, SPRING and RESTORE started a discussion on several impactful projects they can implement together. One is a project to co-manage a natural reserve in Lebanon, which is also among the most important biodiversity and migrating bird passages in the East Mediterranean. Another one being discussed relates to solid waste management as a common concern, to protect the landscape for RESTORE, and as sustainable development for SPRING.

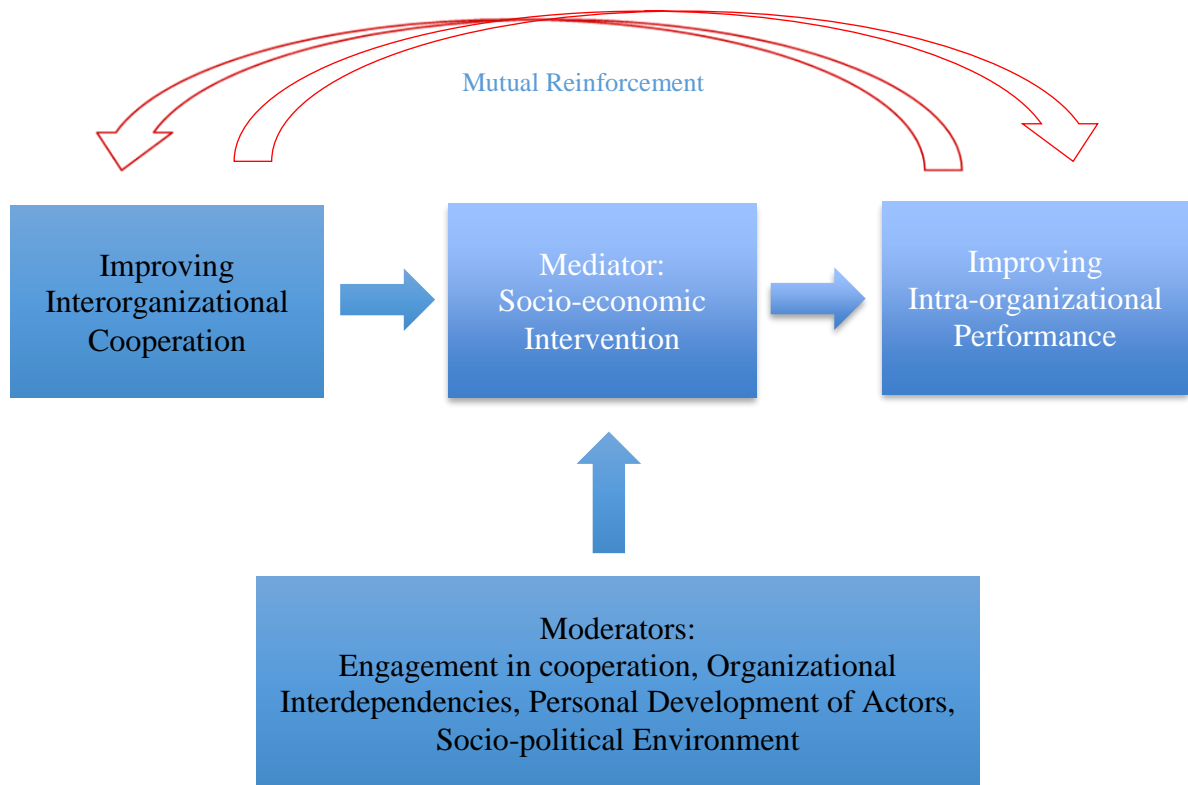
On the intra-organizational front, both organizations have stepped up their organizational development inspired by the socio-economic management. SPRING

embarked on a holistic strategic and management control review, and is nurturing the adoption of the socio-economic approach as management benchmark. RESTORE on the other hand, is expanding the improvement projects that were introduced in the vertical intervention, and towards the development of competencies and time management skills using the socio-economic tools.

This interrelationship suggests an interstructuration of the inter/intra performance dyad and a mutual reinforcement of the cooperation/internal development (Giddens, 1984). The moderators are, hence, the interorganizational interdependencies developing alongside the engagement in the cooperation between them. It emerges that the more an organization is engaged in cooperation, the more it seeks internal improvement (Montuori, 2013). Conversely, improving intra-organizational behavior reduces cooperation dysfunctions thus closing a virtuous loop of inter/intra improvements. Theory further supports this conclusion since it stipulates that internal and external cooperation serve as facilitators to each other, and to organizational learning (Dahl, 2014; Hillerband & Biemans, 2014). The conclusion is further supported by theory stipulating that cooperation is contingent on a developmental paradigm (Kang, 2013), entraining concurrently actors' involvement and organizational partnerships (Emerson et al., 2013; Stoker, 2006). Other moderators were at work, such as the socio-political environment discussed earlier. The personal development of actors was an amplifying factor, while the social movement as socio-political event has worked as an attenuating factor.

Figure 7 synthetizes the relationship between the improvement of interorganizational cooperation, and improvements in the intra-organizational performance.

Figure 7 - Correlations, mediators and moderators of inter and intra-organizational improvement



The ensuing conclusion is that **developing interorganizational cooperation improved the intra-organizational performance of the NGOs**, and thus confirming the second part of the central hypothesis. The improvement is not causal though, because it could happen without the intermediation of cooperation. However, the cooperative improvements were mediated by the socio-economic intervention, and moderated by contingent factors, most importantly the meso and individual engagements in the change enterprise.

The following paragraph elaborates on the practical and theoretical impacts of the research.

5.3. Theoretical and practical and impacts of the research

Practice and theory intertwine in intervention research. Field observation and theoretical scrutiny run simultaneously. The field is, however, the ultimate proof of the validity of findings in the sense of actionability and how effectively the issues at stake are addressed (Kaplan, 1998; Pettigrew, 2011). In the case of this research, the objective was to bring a change to organizational cooperation between Lebanese NGOs. Change is defined by “the difference in form or quality of state over time” (Van de Ven & Poole, 1995). The difference has happened. NGOs participating in this research have changed the way they interact when cooperating. In addition, the more organizations are engaged in cooperation; the more their own state is changing. This supports the practical relevance of the research to the community of non-governmental organizations. It also supports the legitimacy of intervention research as science-for-action (Simon, 1996; Dameron & Duran, 2011).

The remainder of the paragraph takes the initiatives conceived or undertaken in the field in order to improve cooperation, and compares them to the theoretical framework.

5.3.1. Comparing prescribed initiatives to the theoretical framework

NGO leaders joined the intervention having developed objectives reflecting their intimate concerns. They wanted to “*produce a standard or generic solution [for cooperation] after exploring other NGOs and the different perspectives that exist*” and dissociate “*internal dysfunctions that affect the process of coordination*”. These objectives were driven by the urgency of cooperation that NGO leaders sense to be able to respond to societal needs and to perpetuate their organization. Additionally, the “*several attempts of cooperation*” failed to deliver because “*most partnerships were useless. Beautiful on paper but when on the ground there is no use for them*”. The following section connects the prescribed solutions to quotes collected from the NGO leaders and to published theories.

On the strategic front, the prescribed initiative recommended the adoption of project-based or theme-based cooperation based on a “*minimal strategy at least*”, with a “*clear roadmap with milestones for the terms of cooperation*”, and “*clearly voted starting point and objectives*”. The take is that “*When there is no goal for the cooperation of NGOs, it will not succeed*”.

This foundational initiative was appended with the recommendation to cooperate with few NGOs that share the drive towards efficiency and commitment, because “*networks should not be enforced on NGOs*”. Theories on cooperation support and tie both these initiatives. In fact, theory confirms that the success of cooperation is contingent to the content and context of the enterprise. The content relates to the purpose and objectives of the cooperation. The context relates to how constituents fit together (Streeter & Gillespie, 1993), which in turn is supported by the fact that the choice of partners produces more stable cooperation results (Roberts, 2015).

The recommendation to tolerate various advocacy styles finds the subject at home with theory about balanced constituency. The theory posits that key to the success of cooperation is to maintain a balanced membership and to reflect this balance in the networks (Collins & Porras, 2005). The balance among partners touched on advocacy styles, like confrontational and vocal styles versus the more accommodating modes of militancy; “*we need vocal people, not everybody can do it. Our style is more accommodating. We need to maintain the good relations that we developed with the politicians and public servants when we previously working with them on laws. They have come to trust us, but the pressure from the street helps*”. However, finding the balance between vocal NGOs and the more accommodating is a dynamic process of continuous peace building oscillating between minimal agreements developing through common concerted actions, and into a more consequential approach (Perroux, 1958, 1969).

Balancing the constituency also touched on issues of even visibility. The latter is considered a strategic resource for NGOs to attract scarce funding; some “*NGOs are coalescing just for the purpose of visibility*” rather than “*genuine interest in the advocated subject*”. Inscribed in the same vain, comes the recommendation to make explicit to partners, the material and non-material incentives that motivate the adherence

to cooperation. There should be an “*agreement that defines what the relation between the NGOs is....We are competing for the same resources; we need visibility to attract funds*”. The prescription is symbiotic with the theory that stipulates that cooperation is a vessel for bonding and linking organizations. Bonding, which is related to trustful relations among cooperation constituents, favors linking them with associations and institutions that could offer resources and influence (Woodlock, 1998). This carries on the very delicate issue of sharing the strategic resource such as the connections with the media and with key people in funding streams, thus demanding a pre-requisite and solid trust and reciprocity (Rand, Ohtsuki, & Nowak, 2009; Robert, 2015). In the same vein, the bonding of organizations helps build trust over time and relational proximity (Tolbat, 2009), and subsequently micro-climates of cooperation (Etzioni, 1996; Putnam, 2000; Edwards, 2014). It is favored by the formalization of sensitive procedures like “*rules of ethics and social etiquette*”, transparency of financial transactions, and “*parties meeting frequently and being aware of each other’s experiences*”; but also by the “*use the same language or technical terms*”.

Another prescription advances formalizing the internal structures, task allocation, and accountability. There is a need to go “*beyond the person-centered NGO; to have structure in the NGO*” and to have a “*vision about the role of NGOs that is not egocentric*”. This cry for institutionalization and accountability is shared by theories of NGO accountability as basis for legitimacy and sustainability (Jordan & Van Tuijl, 2006; Frumkin, 2006; Brodtkin, 2008).

However, cooperation is not only thought of in terms of processes and procedures (Stephen, 2011), rather in terms of informal routines (North, 1991; Levi, 1990). Trust building, relational proximity, and cooperation micro-climates are also expected results of the prescriptive drive to revive the civic spirit and the policy recommending the recruitment of the cause-driven youth, and most importantly, preventing the all too common partisan politics in Lebanon.

On the resource allocation side, “*NGOs should not over-commit beyond their capacities and resources*”, however it remain crucial to dedicate the proper resources to sustain the cooperation, in order to maintain the course towards objectives’ achievement. This is mirrored in the theory by the call to address the means of strategic management, which takes into consideration the allocation of resources (Chandler, 1990; Rumelt, 2011), and

in the willingness of the more established NGOs to offer “*housing for the smaller NGOs*” or “*to house support functions*” dedicated for the cooperation enterprise.

The most vivid theoretical anchor to the prescriptions to negotiate “*specific and shared objective*”, to formalize a “*balanced distribution of tasks between [cooperation] members*”, and to assure “*commitment and seriousness in task accomplishment*” remains the socio-economic theory. The socio-economic theory supports empowering constituents, continuous concertation, and active negotiation around objectives, resources, and means to reach these objectives, and the relevant indicators of performance. The subsequent contractualization of the organizational space transforms atrophied dysfunctional energy into constructive potential (Savall & Zardet, 2008). However, this requires improving the plausibility, timing, and proficiency of information exchange through the elaboration of an integrated, functional, and stimulating information system (Savall & Zardet, 1987). Elements of action in this direction were tackled by the prescriptive initiatives to appoint focal points, and to regulate them along with “*clear communication and information sharing processes*” “*taking into consideration the different point of views*”.

Finally, the thought that “*internal dysfunctions will affect the process of coordination*” became engrained in NGO leaders’ minds and was proven in the field. The simultaneous internal and external resolution sent us back to the theoretical framework illustrated in table 1. Using the socio-economic theory to improve intra-organizational performance requires individual empowerment, active concertation among actors, the contractualization of the organizational space, taking into consideration the interaction between structures and behaviors, nurturing the hidden infrastructure/human potential, and performance improvement follow-up through measuring the dysfunctions and hidden costs. Similar tenets to improve in the interorganizational coming from multiple theories. First, the theory on civil society as public sphere supports the comprehensive inclusivity of social actors. This is continued in the call for collective intelligence of organizational development theory, and taken further into the individual empowerment of the socio-economic theory. For the cooperation enterprise, the individual is the participating non-governmental organization. Second, civil society as public sphere also stipulates active deliberation between constituents. The evolution of cooperation theory also emphasizes the active communication to develop cooperation among competing

parties. The socio-economic theory purports that not only active concertation is an essential tenet for cooperation, but also that conflict is the natural state of constituents, and should be considered as source of human energy and innovation rather than reasons to weaken cooperation. Third, civil society as public sphere pleads for tolerance for dissent among social actors. The evolution for cooperation theory takes it further and suggests reciprocity as treatment for dissent to maintain cooperation in competitive environments. The socio-economic theory goes even further in tolerating dissent by calling for continuous negotiation and questioning of status quo, but provides order by contractualizing the cooperative space, including the reward and retaliation for individual objective attainment. Fourth, structuration theory stipulates the duality of structure and agency; the effect of one on the other and vice-versa. The socio-economic theory looks at the cooperative enterprise as an aggregate of structures -tangible or intangible- and behaviors. The debate on whether organizations assert behaviors or is it only people that have behaviors is settled by considering that organizations compete, and therefore have a competitive behavior. Their competitive behavior, in turn, comes from aggregates of internal structures and behaviors. Fifth, developing the dynamic capabilities of the human factor in organizations is a foundational tenet in organizational development theory. The socio-economic theory espouses this principle and takes it further into considering that human potential is the hidden infrastructure that shapes the resources of the organization. In the cooperative enterprise, this eventually leads to innovative constructs, contextual and actionable. The last tenet is specific to the socio-economic theory which is capable of measuring and monitoring the inter and intra-organizational performance in quantitative and financial terms, and therefore, making sense of their interconnectivity to the decision makers.

5.3.2. Impact on the practice: Recommendations for practitioners

The process of change is deepening and widening beyond the snapshot of this dissertation. The inter and intra-organizational developments are taken simultaneously. The interorganizational cooperation among the 5 NGOs that decided to work together on introducing a tax law exemption law for companies financing NGOs is advancing although slowly. The number became 4 because, as mentioned before, one NGO has identified other priorities in light of the social movement unfolding in Lebanon. The disruptions that occurred due to the social movement are holding the cooperation back. The main reason is that ministries and lawmakers have their minds on other priorities like forming a new government, the drastic budgetary restrictions, capital controls, and the risk of sovereign and banking sector insolvencies. Another reason is that strikes and road closures have caused several meetings to be postponed. The project has reached a critical moment where the coalition members are starting to meet lawmakers on behalf of the coalition. This means the debut of sharing strategic resources, which in turn requires the development of mutual trust, and that takes some time. However, the proscriptions and prescriptions of NGO cooperation developed in this research has been transformed into a document called “what not to do” and “what to do” in NGO cooperation. This document accompanies the coalition members in their meetings to guide their decision-making. The prescriptions are being implemented as their context occurs. The full implementation of the prescriptions requires more time, but also requires a custodian. As noticed in the first section of this chapter, actors have a tendency to resort back to their customary behaviors they developed in their organizations. A custodian of the proscriptions and prescriptions devised would follow up actors to implement them until they become engrained in their common language. Another difficulty arises from actors displaying a propensity to think of problem solving in term of procedures, although they acknowledge the dysfunctional character of relying on procedures, especially when they are non-adapted to a concerted functioning. On the other hand, the organizations that housed the vertical intervention to improve their internal functioning have developed an accelerated pace. SPRING and RESTORE have broached an organizational development effort inspired by the socio-economic theory, which they found relevant to their needs. They are simultaneously improving their internal performance, and collaborating on common projects of national

importance. In both these endeavors, they are using the knowledge and tools they have come to learn during the research. The common language exists. The common understanding of what are the impediments of cooperation performance, and its relationship to internal performance, is also acknowledged. Trust is developing fast because of the sustained interaction they have witnessed during the past months, and they have a common reference in the socio-economic theory they have come to know. This espouses the idea that cooperation is contingent on a developmental paradigm (Kang, 2013), that motivates the individual commitment and the organizational partnerships (Emerson et al., 2012; Stoker, 2006).

From another perspective, actors that were foreseeably skeptical about academic knowledge (Kuchinke, 2004; Schön, 1983) have come to be more trustful in their view of academia. The humble and inductive take of the socio-economic intervention research, resulted in NGO leaders confiding in the researcher. They are also nurturing the idea of engaging their organizations, SPRING and RESTORE, in a transformation along the socio-economic approach to management.

The impact on the practice is summarized henceforth in the form of recommendations devolved in the language of practice. As a generic recommendation, the development of cooperation among NGOs and internal development go hand in hand. This is a continuous endeavor that NGOs need to undertake to impact society and to maintain their survival prospects. Cooperation needs to be built on concerted steering, active communication, and diversity. Inward looking, the same principles apply; however, they are expressed in terms of synchronized decentralization and empowerment of the workforce. The contractualization of the relationship between cooperation constituents, the relationship between actors and their organizations requires transparency in deliberation about the individual objectives, means and capacities to be deployed, and importantly, the incentives behind the engagement. On the procedural front, an alleviation of burden is required; a constant review of procedures is in order, but also the primacy of functioning over procedure. The latter should be adapted to the concerted functioning, not the other way around. Imposing procedures risks isomorphic mimicry and iatrogenic dysfunctions.

In the specific context of Lebanese NGOs, the recommendations exhort coalescing with a small number of peers around specific themes with negotiated objectives, although

allowing different advocacy styles. Peers should be similarly motivated and have a common language and similar manners in social interactions. Transparency is a value to retain; financial transparency, incentives to join the cooperation, and transparency about how decisions are taken internally. Focal points and their replacement, and an effective and timely transmission of information within and across NGOs is another recommendation to retain. The last recommendation is undertaking common training though taking into consideration specific needs of individuals to bring every one up to speed.

5.4. Reliability and validity issues

The findings in intervention research are evocative, and they stand the ultimate test of the field. However, discussing issues of reliability and validity is essential in academic writing (Miles & Huberman, 1994). Therefore, this paragraph argues the reliability of data and considerations of validity.

Reliability.

Reliability means yielding comparable results in various settings. In qualitative terms, this means that findings are dependable (Trochim & Donnelly, 2008). The test of reliability runs on data collected from the field and the findings of the research. The reliability of data is consolidated by intersubjectivizing it in mirror effect meetings. Once the mirror effect is conducted, individual perceptions become collective; field note quotes become a collectively agreed image. Here, the intercession of the researcher is strictly methodological. The researcher has no leverage to sway the information, and thus assuring the coveted scientificity (Savall & Zardet, 2011). The reliability of findings, on the other hand, is warranted when external observers share the same perceptions as the researcher (Miles & Huberman, 1994). Discussion with peers and the opposition of findings to the scrutiny of other researchers attended to this. The reliability, both at the formulation and results levels, is further supplemented by the lengthy maturation and recursive cycles of data interpretation (Mime & Adler, 1999), and by supporting findings with field note quotes (Miles and Huberman, 1994).

Validity.

Validity is cumulative. It starts with external validity addressing the representativeness and generalizability of findings. It is followed by construct validity dealing with the operationalization and instrumentation of the research, then with internal validity dealing with scientific credibility. The culmination comes with conclusion validity assuring the veracity of findings (Trochim & Donnelly, 2008). Validity means that the research reflects the reality.

The present research is built on the cumulative results of intervention research. More than 2000 socio-economic interventions within diverse settings and industries, and the works of more than 130 researchers (Savall et al., 2015), underpin the methodological robustness, systematicity and replicability (Miles & Huberman, 1994). The genericity of their findings assures their generalizability and their usefulness in different contexts (Trochim & Donnelly, 2008). From the standpoint of representativeness of the sample, the horizontal and vertical clustering, and the diversity of NGOs included in the research guarantees the representativeness of the sample.

The proper instrumentation, operationalization and proxies tested and proven in the extensive body of the socio-economic theory (Buono & Savall, 2015) assure the construct validity of the research. The analysis of dysfunctions and their quantification using the socio-economic artefacts and indicators are also supported by meta-analytic studies (Buono & Savall, 2015). They are further enhanced by argumentation and review with NGO leaders (Miles & Huberman, 1984).

The internal validity of the research addresses the credibility of the findings in regards to the relational and causal changes observed. The correlational and causal phenomena were augmented with elaboration in the preceding paragraphs to support the findings.

The most important threat to conclusion validity in a social experiment is finding a relationship where there is no relationship (type 1 error), or finding no relationship where there is one (type 2). However, the occurring change was the immediate result of the prescriptive body of hypotheses. This was consolidated by argumentation and review with third parties, and the support of findings with quotes from data (Miles & Huberman, 1994), and thus warranting conclusion validity.

One important issue regarding the conclusion validity is the consistency in theoretical assumptions and epistemological positioning throughout the research (Trochim &

Donnelly, 2008). This is not an issue in the fieldwork. The basic assumptions of the socio-economic theory and the methodological principles of cognitive interactivity, contradictory intersubjectivity and generic contingency were maintained throughout the exercise. However, questions could be asked about the compatibility between theories that were built on constructivist and qualitative paradigms, and theories built on paradigms of positivism and computer games. Theories on civil society as public sphere and the socio-economic theory were conceived in opposition to positivism. Organizational development also, witnessed decline when it espoused a positivist approach, however, temporary (Kemmis & McTaggart, 2000). On the other hand, the theory the evolution of cooperation was built on computer gaming in an engrained positivist positioning (Axelrod & Hamilton, 1981). The positivist and the post-positivist, however, treated the structuration theory. The socio-economic theory is positioned on a post-positivist scale. The response to the concern of compatibility of paradigms is that the apparent contrast is that is in fact source of richness. The evolution of scientific knowledge is built on changing paradigms (Du Sautoy, 2016), because research should not be dogmatic, rather different paradigms hold their elements of truth (Feyerabend, 1993), enriched by the multiplicity of experiences and changing conceptions (Kuhn, 1972).

5.5. Limitations and future research

Constantly two questions arise in intervention research and in organizational development in general. The first relates to the extent of change when the researcher is interacting with the field. The second question refers to the sustainability of change occurring.

For the first question, the very fact that intervention research is a pragmatic approach, capable of bringing real change, also contributed to its own limitations. Undertaking change in organizations needs the buy in of the leader, and is limited at the same time by the extent to which the decision maker wants to go the length. This is the limitation set in chapter 4 describing the difference between the maximal hypotheses and the minimal ones limiting the scope of change undertaken (Pierre, 2010; Cappelletti & Baker, 2010; Coghlan & Brydon-Miller, 2014). However, the personal development witnessed by the organizational leaders provides a palliation to this limitation, and answers the second question on the sustainability of the endeavor.

One leader was quoted as saying:

“I was battered by criticism about my mode of management. People wanted a more vigorous approach, a brittle way of decision-making. I was receiving all the blame. Now I became more confident knowing that management science suggests a mode management that is more aligned with who I am, my values, and the values of my organization. I can exercise servant leadership with rigor. The dysfunctions and how much they cost our organization is effective to bring rigor while being participative. It’s also a good thing to cooperate with NGOs that use the same language. It’s a pledge for trust. Look how many projects we have discussed with RESTORE.

We still have a long way to go, but we are on track. LOG VA [intervention] stirred the whole organization. The energy and the number of initiatives generated by the intervention are massive.

We are thinking big, we want to expand the initiatives that came out of the research. In parallel to what the research started, we will start a strategy review and a management control based on the socio-economic management.”

Another leader was more specific in their development project beyond this intervention:

“Hidden costs was an eye opener. We are doing things the right way, but hidden costs was a revelation. What we need the most is the analysis of competencies, job description and procedures. We want you [the researcher] to help us with the competency grid.”

A third leader, who manages an organization that participated in the implementation of cooperation but without the intra-organizational intervention mentioned:

“I am reading a lot on organizational development. It jumped to the top of my interested after you [researcher] started the intervention.”

These quotes from exit interviews demonstrate that the impact of the research goes beyond the boundaries of the snapshot this dissertation provides.

The application of the socio-economic approach to NGO cooperation in Lebanon covers a gap in the socio-economic literature. Its effectiveness in improving cooperation also brings context to the effectiveness of the socio-economic theory in societal contexts, where the organization, which in this case is civil society, is a headless organization. The negotiated steering among stakeholders, brought in by the socio-economic approach to cooperation among organizations and within them, improves relations and

social cooperation outside the frame of structured organizations. In contexts of headless organizations, similar to NGO cooperation, and unlike social structures where the leader is well known, the socio-economic approach leads stakeholders invariably to question and improve their functioning, and consequently raising the tide for the ensemble of stakeholders.

However, a future research on the longitudinal evolution of the research impact is warranted. Other concepts that merit future research were also seeded in this intervention, particularly the intra-organizational complacency and its relation with social cooperation. At the outpost of this in-depth field research, and the conformation of the central hypothesis, the suggestion that complacency in intra-organizational management has direct effect on the cooperation between organizations, and society as a whole. That dysfunctions are ubiquitous in the cooperation between Lebanese NGOs, and that improving cooperation improves their performance leads naturally to trying to measure the quantitative and financial effects of intra-organizational dysfunctions on cooperation, and society as whole. The hidden costs phenomena embedded in a matrix form representing internal and external cooperation offers a plausible venue.

5.6 Conclusion

The investigation of dysfunctions in the cooperation among NGOs led to a similar enquiry within participant organizations. The analysis confirms that dysfunctions are ubiquitous in organization and subsequently in cooperation among them. The analysis also found that there is causality between the intra and interorganizational performance running from the former towards the latter.

The analysis also confirmed that there is correlation between developing interorganizational cooperation and improving intra-organizational performance, with no confirmation on causal effects though.

The addition to theory comes from contextualizing the research on intervention research and extending the body of socio-economic theory to the terrain of NGOs in the Middle Eastern context. The limitations of the research ensue from its strength to transform the field of research. The pragmatic streak to aboard what is feasible, limits the research to the extent of what organizational leaders are ready to go. Finally, future research is warranted to address the longitudinal sustainability of the intra and interorganizational

development to analyze the degree of internalization of change, and a suggestion to study the effect of management complacency on civil society cooperation and society as a whole.

Conclusion

The influence of civil society is increasing globally in response to growing societal needs and the failure of governments and markets to respond to them (Schwarz & Fritsch, 2014; Edwards, 2014). Concurrently, the rising societal demands, rapidly changing environments, and the increasing scarcity of funding threaten the perennity of civil society organizations (Battistella, 2015). This holds true in the Middle East, and particularly for non-governmental organizations (NGOs) in Lebanon. The growing impact of Lebanese NGOs is strained by concerns about their performance and their sustainability. The challenge of credibility towards the public and purveyors of funds caused by the **fragmentation of civil society** augment the challenges they face. Fragmentation is regarded as a source of diversity, propinquity and access, democratization, and effectiveness. However, it also entails **conflict and inefficiencies**, and consequently the loss of credibility and legitimacy towards stakeholders. Therefore, articulating action and the **cooperation among NGOs** is regarded both as necessary for their sustainability and fundamental for a stable community (Cohen & Arato, 1992). However, cooperation is not a naturally occurring phenomenon (Girard, 2015; Hatchuel, 2000). Difficulties arise from asynchronous functioning, competition for funds and visibility, and the salient misalignment of fundamental values and individual interests with common objectives (Barclay & Van Vugt, 2015; Hilbe, Šimsa, Chatterjee, & Nowak, 2018). In this perspective, several cooperation attempts among Lebanese NGOs yielded short-lived results or outright failures and disbanding.

Cooperation among civil society organizations is a nascent field in management literature. More precisely, research on NGO cooperation in Lebanon and the Middle East remains scarce. Therefore, this research was set to **reveal the dysfunctions in cooperation among Lebanese NGOs, and the effect of improving cooperation on organizational performance**.

The theoretical framework, inductively delineated, mobilized theories on particular aspects of organizational cooperation. The theory of civil society as public sphere (Edwards, 2014, Gladwell, 2008; Van Maanen & Barley, 1982) brought the notion of inclusivity which overlaps with individual empowerment, and the collective intelligence commended by organizational development. The active deliberation and tolerance for dissent in the public sphere are mirrored by the active communication and reciprocity mechanisms in the theory on evolution of cooperation (Axelrod & Hamilton, 1981;

Axelrod, 1987; Axelrod, 2006). These are also revealed in the collective deliberation, and the negotiation and contractualization environments of the socio-economic theory (Savall, 1974, 2010; Savall & Zardet, 2008). The socio-economic theory's notion on interaction between structures and behaviors echoes the duality of structure and agency in the structuration theory (Giddens, 1983, 1984). The primacy of the human potential to cooperation is shared between organizational development and the socio-economic theory, which remains distinctive in bringing up the notion of dysfunctions, ubiquitous to human enterprise, and the attempt to quantify them into hidden costs.

The conceptual framework guiding this research adopted an organizational development perspective particularly from the lens of the socio-economic theory. It incorporated the theories of civil society as public sphere, structuration, and evolution of cooperation, to transform interorganizational cooperation. It covered a gap in the theory that intersects organizational development and the interorganizational cooperation, specifically cooperation among non-governmental organizations in Lebanon. The framework reflected a transformation in interorganizational cooperation inscribed in time, and its relationship with intra-organizational functioning.

The research adopted an **intervention research** design to uncover and explain the problems of cooperation among NGOs and their relationship with organizational performance, and then extended towards prescribing applicable solutions. Intervention research is a generic paradigm that developed out of a long-standing cumulative experience based on the qualimetric methodology. It is a design science seeking to understand and change human systems. It provides an integrated epistemology that links the operational methodology with philosophical underpinnings, thus providing a robust research design that adds rigor and generalizability to constructivism, and relevance to post-positivism. The epistemological tenets are cognitive interactivity, contradictory intersubjectivity, and generic contingency that cascade throughout the tools, methods, and artefacts used throughout the research (Savall & Zardet, 2011).

The target population was formed of **15 organizations** that represented the diversity of the Lebanese NGOs landscape. The research uncovered the dysfunctions in NGO cooperation, their root causes, and prescribed solutions devised by NGO actors. The implementation phase witnessed the extended **commitment of 5 NGOs, 2 of which were the field of in-depth intra-organizational research.**

The central hypothesis guiding this intervention proposed that **dysfunctions in NGO cooperation are ubiquitous, and that relationships exist between improving interorganizational cooperation and intra-organizational performance**. The central hypothesis was broken down into several hypotheses. They were revealed in the course of the interorganizational research under diagnostic and prescriptive findings. They were then compared with intra-organizational findings.

Diagnostic findings were grouped under three axes: strategy, procedures, and what actors decided to call the common language axis.

On the strategy axis, the diagnosis of interorganizational cooperation confirmed that ***There is a lack of clarity in the strategic orientation of individual NGOs, and their partisan politics and confessional affiliations create adverse effects on interorganizational cooperation,***

and,

Lack of knowledge about the internal decision making processes, added to not taking into consideration the diversity in leadership styles and management modes of individual NGOs, results in unrealizable mutual expectations.

These findings converged with intra-organizational dysfunctions that stated

Lack of clarity about strategic orientation, or lack of relatedness or ownership of strategy,

also,

Lack of clarity about the decision-making process, whether attributed to restructuring, passage to second-generation leadership, or rapid growth.

On the procedures axis, dysfunctions related to

Burdening procedures that organize cooperation among NGOs, especially when they come to add to an internal procedural load, result in disregarding them, which was also stated in intra-organizational functioning.

The procedures axis included communication-related issues. They were expressed by

The absence of procedures that are applicable, in order to organize information sharing, and the nature, modes, and frequency of communication, result in asynchronous engagement and actions, and were also reiterated in the intra-organizational dysfunctions.

The issue of visibility has been found to be an important dysfunction, because visibility in society and media exposure are considered as essential to attract funds. Classified under the procedures axis, it was expressed at the interorganizational level with

Inequality in the visibility and exposure creates deleterious tensions among cooperating NGOs,

it was also explicit as an intra-organizational dysfunction.

Another procedural dysfunction in interorganizational cooperation, related to

The absence of focal points in individual NGOs including their replacement in case of absence, or when the extents of their prerogatives are not clear, cause ambiguity in commitments with detrimental effects to cooperation,

however, this did not concern intra-organizational dysfunctions.

The last axis, referred to as common language revealed

Differences in the reporting proficiency, competency levels, language used, and degrees of formality in interpersonal manners, create dysfunctions and hidden tensions that generate conflict,

and,

The lack of commitment to deadlines and meetings, especially when NGOs have low interest in a project, or lack of staff, or when the NGO is volunteer-based, calls for loss of trust and disengagement from partners.

Both were faithfully mirrored in intra-organizational findings.

The calculation of hidden costs resulting from intra-organizational dysfunctions revealed significant amounts ranging between 40,000.-USD and 140,000.-USD per employee and per year.

The analysis of diagnostic findings demonstrated a **causal** relationship between intra and interorganizational dysfunctions. **Intra-organizational dysfunctions are antecedents to interorganizational** ones. The dysfunctions that organizational actors bring with them to the cooperation enterprise relate mostly to strategic orientations, clarity in decision-making processes, and a cultural dimension about deontology, commitment, and aligned competencies.

The focus of NGO practitioners participating in the research was the prescriptive solutions to mitigate the effects of dysfunctions. The solutions were devised collaboratively among various actors, with the researcher standing among them as process consultant. The intervention started a change dynamic along initiatives that continue to develop. The intervention process became internalized by actors, and gradually built trust among constituents that in turn favored collaboration and change.

The transformation initiatives are running parallel at the interorganizational cooperation level, and in the intra-organizational functioning of the two NGOs that hosted the in-depth research.

The solutions devised to solve the lack of strategic clarity included cooperating on a **specific project**. This was put into implementation by NGOs cooperating to advocate a tax exemption law. Also regarding the solutions to resolve strategy dysfunctions, they included **avoiding partisan** alignments, being clear towards partners about **expected benefits**, and the **internal decision-making process**. Other initiatives were not yet implemented, though formalized in a common document. They essentially relate to **accommodating various advocacy styles** and **recruiting youth**, as well as concerting on and dedicating upfront the necessary physical **resources**.

On the interorganizational procedures front, the solutions recommended **simplifying and continuously adapting** them, and formalizing the rules of **financial transparency** and **visibility** of constituents. The procedure to assign a **focal point** in every organization to centralize the communication, and a replacement in case of **absence**, has been taken to execution, including the recommendation that the focal point should exhibit **leadership** in their organizations.

The solutions to dysfunctions relating to the common language axis, included developing **knowledge sharing** among partners, **tailoring training**, and professionalizing the **governance** individual organizations through the delineation of responsibilities and accountability.

The governance issue was also part of the solutions devised in the intra-organizational interventions. In general, the devised intra-organizational solutions were **symbiotic** to the interorganizational. The periodic review of organizational strategies and disseminating them internally, and negotiating the delegation span among actors, mirror the solutions to interorganizational strategic considerations. The allocation of tasks and responsibilities, and the relevant decision-making prerogatives paralleled the decision-making clarity required in cooperation. Revising and adapting the procedures, including information sharing, communication procedures, visibility and organizing meetings, also reflected the procedural consideration of interorganizational cooperation; as is with accommodating trainings to the specific needs and aligning them with organizational goals.

The solutions as devised were aligned with tenets of the socio-economic approach to management, namely the inclusive negotiation, synchronized decentralization,

adaptation of procedures, and the contractualization of the workspace.

The analysis of prescriptive solutions and the evolution of cooperation among individual NGOs, showed **correlation** between developing interorganizational cooperation and improving intra-organizational performance, without any confirmation regarding the causal effects. Improving interorganizational cooperation was **mediated** by the socio-economic management to improve the intra-organizational functioning, while **moderated** by the degree of engagement of the NGO in the cooperation, the organizational interdependencies, the personal development of the actors along the intervention, and the reigning socio-political environment.

The impact of the research on theory resulted from contextualizing the intervention research and extending the body of socio-economic theory to the terrain of NGOs in the Middle Eastern context. Both the strength and the limitations of the research ensued from its pragmatic nature, since it brought an actual change in the field that was limited by the extent to which organizational leaders wished to go. The research also laid the ground to study the effect of management complacency on NGO cooperation and society as a whole.

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Annex 1 - Intervention timeline

| Time line | Cooperation Intervention | | | | SPRING Intervention | | | | RESTORE Intervention | | | |
|-----------|--------------------------|----------|---------|-----------|---------------------|----------|---------|-----------|----------------------|----------|---------|-----------|
| | Negotiate | Diagnose | Project | Implement | Negotiate | Diagnose | Project | Implement | Negotiate | Diagnose | Project | Implement |
| Nov-17 | | | | | | | | | | | | |
| Dec-17 | | | | | | | | | | | | |
| Jan-18 | | | | | | | | | | | | |
| Feb-18 | | | | | | | | | | | | |
| Mar-18 | | | | | | | | | | | | |
| Apr-18 | | | | | | | | | | | | |
| May-18 | | | | | | | | | | | | |
| Jun-18 | | | | | | | | | | | | |
| Jul-18 | | | | | | | | | | | | |
| Aug-18 | | | | | | | | | | | | |
| Sep-18 | | | | | | | | | | | | |
| Oct-18 | | | | | | | | | | | | |
| Nov-18 | | | | | | | | | | | | |
| Dec-18 | | | | | | | | | | | | |
| Jan-19 | | | | | | | | | | | | |
| Feb-19 | | | | | | | | | | | | |
| Mar-19 | | | | | | | | | | | | |
| Apr-19 | | | | | | | | | | | | |
| May-19 | | | | | | | | | | | | |
| Jun-19 | | | | | | | | | | | | |
| Jul-19 | | | | | | | | | | | | |
| Aug-19 | | | | | | | | | | | | |
| Sep-19 | | | | | | | | | | | | |
| Oct-19 | | | | | | | | | | | | |
| Nov-19 | | | | | | | | | | | | |

Annex 2 - Interorganizational Diagnosis Report

MERGED DIAGNOSIS ALL NGOs

WORKING CONDITIONS

LAYOUT OF OFFICE AND WORK SPACE

INSUFFICIENT SPACE, CRAMPED WORKPLACE

(Sometimes)

"The office impact is very important; The lack of physical location, or sub optimal physical work dispositions could affect work coordination.(162)"

"Lack of a geographic location for the NGO, and a common venue to meet.(181)"

"The absence of a dedicated and accessible work location.(262)"

"The absence of an office for the NGO can be a problem of cooperation.(301)"

ADVERSE EFFECTS OF GEOGRAPHICAL DISPERSION ON COMMUNICATION-COORDINATION-COOPERATION

"Distant geographical locations might be an impediment.(161)"

"Geographical location might affect the relations between NGOs , as well as the physical means of communication.(183)"

"Accessibility to location of office (transportation means).(252)"

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| WORKING CONDITIONS |
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| EQUIPEMENT AND SUPPLIES |
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INSUFFICIENT EQUIPMENT

(Sometimes)

"Lack of technical equipment, and lack of technical skills like cloud capabilities and connectivity while on the field, example Cloud for PDA.(252)"

"Not enough physical resources e.g: car/driver.(255)"

"No transportation facility, especially smaller NGOs.(256)"

"Internet does not always reach the destination, especially when NGOs work in remote fields.(191)"

"Lack of technology for effective communication. (161)"

WORK ORGANIZATION

DISTRIBUTION OF TASKS, MISSIONS, FUNCTIONS

TASKS DISTRIBUTION DEFICIENCY

(Quite often)

"When the doers don't do what the planner has planned and the task they got allocated to them.(162)"

"When there is no distribution of roles, or when there a lack in the staff and no team to follow up.(181)"

"When the delegation of tasks is not effective, and when there is a fear of new blood, or a fear of recruiting experts in the field of advocacy, a fear of change.(181)"

"When the rules of the mutual work are not set in advance: Once we did not invite a field agent to a team building with our people. The field agent thought he should be invited, which caused the relationship between our NGOs to degrade.(192)"

"Job description creates dysfunctions, when there is a lack of specialization.(254)"

"When jobs are cross cutting, people are prioritizing functions over others.(254)"

"Task allocation should be adopted to the personal traits of the people (especially volunteers).(263)"

"When there is no administrative body to sustain and follow up funding.(263)"

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|--------------------------|
| WORK ORGANIZATION |
|--------------------------|

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|---------------------------------------------------|
| DISTRIBUTION OF TASKS, MISSIONS, FUNCTIONS |
|---------------------------------------------------|

ABSENCE OF A CLEAR DISTRIBUTION OF ROLES AND RESPONSIBILITIES

(Sometimes)

"When the terms of reference describing the tasks and skills required on the job are not clear, or when the work plan is not clear for all personnel in the NGOs, or when there are no clear duties assigned to contact person in the other NGO.(256)"

"No-segregation of duties in the NGO, but that goes back to the funding, and the inability to hire more personnel.(256)"

"When rules are not clear, or no clear segregation of duties, and when there is no focal point in the other NGO.(255)"

"Ill management and segregation of tasks and duties, and lack of organization on the internal level may lead to problems when interacting with other NGOs, especially when no roles are defined and when there is no specialization in the work conducted.(261)"

WORK ORGANIZATION

INTEREST OF THE WORK

LACK OF INTEREST FOR SOME CONSIDERED AS UNREWARDING

(Sometimes)

"When there is no personal engagement, there will be no commitment to the success of the consortium.(281)"

"Lack of commitment, lack of quality of service delivered, and lack of professionalism, caused by the absence of a healthy pressure. It's a Question of culture and leadership.(253)"

"There is no engagement on the personal level, especially for big NGOs.(191)"

"When the NGO is based on volunteering, the commitment is lower. (183)"

"There is no follow up because the commitment mechanism does not exist.(282)"

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| WORK ORGANIZATION |
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|-----------------|
| WORKLOAD |
|-----------------|

UNSUITABILITY BETWEEN STAFF AND WORLOAD

*"When NGOs over-commit beyond their capacities and resources.
(162)"*

EXCESSIVE WORKLOAD

*"Scarcity of resources causes understaffing, adding to the lack of
specialization in the functions, this causes a high workload.(252)"*

*"Internally we have to pay attention that no one is overloaded. NGOs
are usually committed, connected, and engaged, but their people
should not be overloaded.(281)"*

MERGED DIAGNOSIS ALL NGOs

WORK ORGANIZATION

REGULATIONS AND PROCEDURES

WORK ORGANIZATION

REGULATIONS AND PROCEDURES

INSUFFICIENT RULES AND PROCEDURES

(very often)

*"There is no clear respect of procedures, or even existence of any.
(281)"*

*"No established procedures, no clear job description, and no clear
reporting and accountability.(252)"*

*"Lack of accountability of NGOs, affects greatly any possibility of
cooperation.(231)"*

*"The lack of procedures, regulation of duties, traceability of acts, and
accountability causes internal corruption.(251)"*

*"Absence of a clear set of rules or task allocation and
responsibilities. (161)"*

*"No clear procedure to organize the relation between partner NGOs
and external parties especially contacts with donors. (161)"*

*"Everybody was afraid of committing, the only way was to draft a low
commitment partnership, therefore the roles of partner NGOs were
not well designed.(183)"*

*"When you put NGOs together there are conflicts, they compete for
visibility , for example When the visibility of the most experienced
party sucks all the visibility.(171)"*

"There is no accountability.(191)"

WORK ORGANIZATION

REGULATIONS AND PROCEDURES

"Visibility for all partners is a key component in the relation between NGOs.(221)"

"Governance structures are deficient; most NGOs do not have good governance; only a small fraction of NGOs took a leap forward to grow. The concept of NGOs changed over time, from a spontaneous movement to become more professional.(291)"

NON FORMALIZED RULES AND PROCEDURES

"You don't know who to CC, nor who your partner is, when there is no clear procedure, or no agreement on a CCC procedure.(281)"

"If an NGO do not have enough visibility on the work processes of the other NGO.(282)"

PROCEDURES ARE DISREGARDED

"Rules and regulations are not always respected or applied, especially among the young generation who lacks experience.(281)"

"Statutes that do not reflect the real activity of NGOs.(221)"

SOME PROCEDURES INCREASE THE TIME NECESSARY FOR FILE PROCESSING

"The workload caused by the reporting burden that come with financial funds.(251)"

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|--------------------------|
| WORK ORGANIZATION |
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|-----------------------------------|
| REGULATIONS AND PROCEDURES |
|-----------------------------------|

INSUFFICIENT HARMONIZATION OF RULES AND PROCEDURES

*"When NGOs do not use the same language or technical terms.
(162)"*

"Reporting is not of the same level for different NGOs.(191)"

*"When the means used do not coordinate with each of the NGOs
missions; cooperating NGOs should have a minimum of common
practices, and a shared vision.(221)"*

*"When there is no similarities in the structures or language: the
division of labor becomes hard and difficult.(291)"*

WORK ORGANIZATION

ORGANIZATION CHART

**FUNCTIONS AND MISSIONS DISTRIBUTION IN THE ENTERPRISE
REMAIN UNKNOWN OR NOT ASSIMILATED**

"The lack of hierarchy to distribute the work load and to organize responsibilities. (261)"

COMMUNICATION-COORDINATION-COOPERATION

3C INTERNAL TO THE SERVICE (SERVICE, DEPARTEMENT, BRANCH, WORKSHOP)

INSUFFICIENT COHESION OF THE TEAM

"When there is no trust in partners.(221)"

"People should have developed a stronger relationship before forming the coalitions.(183)"

COMMUNICATION-COORDINATION-COOPERATION LACK OR DIFFICULTY INSIDE THE SERVICE

(Quite often)

"Lack of communication between members of a same NGO is too common to ignore; this affects the functioning of the NGO itself and the cooperation with other NGOs.(262)"

"Lack of coordination inside the NGO reflect on external relations.(221)"

"The lack of communication and not taking into consideration the different point of views and opinions are the key problems.(302)"

"Not sharing information with colleagues, might impact relationship with other NGOs.(281)"

COMMUNICATION-COORDINATION-COOPERATION

RELATIONS WITH SURROUNDING SERVICES

DEFICIENCY OF COMMUNICATION AND COOPERATION BETWEEN TEAMS

"When there is no efficient agreement that defines what is the relation between the NGOs you have problems; for example a written MOU that defines the relationship at all levels.(221)"

"Fear of use of information by other partners (lack of trust).(252)"

DEFICIENT COMMUNICATION-COORDINATION-COOPERATION WITH EXTERNAL PARTNERS

"if a certain etiquette lacks in the communication between the NGOs. (161)"

"Human factor of compatibility in the same organization and across NGOs, this is a question of strategy of the entity that will put these people to work together inter and intra organizations.(162)"

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| COMMUNICATION-COORDINATION-COOPERATION |
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| 3C SYSTEM |
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MEETINGS ARE NOT WELL-ORGANIZED OR ARE INEFFICIENT

"When parties do not meet frequently, that if they meet at all. These meetings should include many members of the different NGOs.(262)"

"If meetings between NGOs do not yield clear action plans. (161)"

"If meeting agendas are not clearly set in advance. (161)"

"Lack of regular meetings would lead to lack of commitment.(183)"

MEETING SCHEDULES ARE NOT OBSERVED

"Not being on time for meetings and deadlines is also widespread and problematic.(183)"

COMMUNICATION-COORDINATION-COOPERATION

3C SYSTEM

COMMUNICATION SYSTEM IS INSUFFICIENT OR DEFICIENT

(Always)

"Competition between NGOs for visibility and the perception of uneven visibility.(255)"

"Lack of proper technology hampers the connection and cooperation between NGOs.(261)"

"If communication is not intense enough to meet the expected visibility on each others' activities and actions.(162)"

"Lack of communication rules, or when decision and reporting processes are not clear and defined for other entities.(162)"

"If the definition of information roles and information to circulate is not clearly defined, or when there is no regular and frequent transmission of information between the NGOs. (161)"

"If internal communication and streaming of information is not properly done. (161)"

"When the communication is not adapted to the audience, or when you don't know your audience.(181)"

"If there is no focal point in the NGO or in the case of absence of the focal point.(183)"

"Too much communication or too little communication.(191)"

"When there is no focal point in each NGO to centralize communication.(192)"

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| COMMUNICATION-COORDINATION-COOPERATION |
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| 3C SYSTEM |
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"Bypassing focal points through the hierarchy.(191)"

"Lack of commitment, or when commitment is not reciprocated, for example, when the effort to communicate is one sided, or when there is no equality in the treatment.(221)"

"NGOs are competing to take credit for the message delivered each time the audience is different.(282)"

"If there is no regular coordination or follow up, it will create a gap in the information availability and the commitment to the advocated subject.(282)"

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| COMMUNICATION-COORDINATION-COOPERATION |
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| HORIZONTAL 3C |
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**LACK OF COMMUNICATION-COORDINATION-COOPERATION
BETWEEN ENTITIES (SERVICES, DEPARTMENTS, AGENCIES)**

(Sometimes)

"Lack of coordination might affect the delivery of the advocacy; it will create redundancy.(282)"

"When CCC between NGOs collaborating isn't systemic and organic, but imposed.(271)"

"When field work is not well coordinated with colleagues and partners.(255)"

"When 3C is not taken to the implementation level.(253)"

TIME MANAGEMENT

PLANNING, SCHEDULING OF ACTIVITIES

PRIORITIES AND URGENCIES ARE NOT WELL DEFINED NOR WELL MANAGED

(Quite often)

"No respect for deadlines, because of a difference in the notion of time.(254)"

"Inexistent planning, or lack of time dedicated for planning. Thinkers are not dedicating enough time to the planning process.(201)"

"When priorities are different, not at the same level in projects.(221)"

"Priorities of NGOs do not meet; objectives are different, for example, when NGOs are donor oriented while others are beneficiary oriented. (191)"

INSUFFICIENCY IN PLANNING AND SCHEDULING OF ACTIVITIES

(Sometimes)

"Absence of a timeline for scheduling of activities.(254)"

"Lack of TM skills affects internal cooperation and external cooperation and relationship with the team.(255)"

"If NGOs are not committed to deadlines, when NGOs do not respond quickly, or when there is no commitment to the deadline which would delay a certain activity.(282)"

"Training time might be an impediment; trainings require dedicated time that not all NGOs are willing to dedicate.(281)"

TIME MANAGEMENT

POORLY ASSUMED TASKS

SOME TASKS ARE NOT WELL REALIZED AND IMPAIR THE SERVICE QUALITY TOWARD INTERNAL OR EXTERNAL CUSTOMERS

"When others do not value our time commitments, sometimes NGOs come late to meetings and do not feel a need to present excuses because INGOs feel superior, they have an attitude.(192)"

DISTURBANCE FACTORS IN TIME MANAGEMENT

DISRUPTING AND FREQUENT SOLICITATIONS FROM INTERNAL AND EXTERNAL CUSTOMERS

"Loss of motivation due to repetitive questioning from the other NGO. (255)"

INTEGRATED TRAINING

TRAINING-JOB ADJUSTMENT

TRAINING INTEGRATED TO THE THE REAL NEEDS OF WORK ARE INSUFFICIENT

(Sometimes)

"Lack of training on the techniques of communication.(261)"

"Lack of training in the techniques of communication and on how to set and reach a goal.(262)"

GAP BETWEEN GIVEN TRAININGS AND PRACTICING POSSIBILITIES

"Training focused on one field only may cause the lack of knowledge in other matters that may be of help when it comes to cooperating with other NGOs.(302)"

BASIC TRAINING OF PERSONNEL IS INAPPROPRIATE TO RECENT EVOLUTION OF THE ENTERPRISE, THE ENVIRONMENT AND THE COMPETITORS

"When the quality of the trainers is not up to minimal standards, and there is an abundance of trainers that do not meet these standards. (192)"

"When trainings are not reaching their objectives, and turning skills taught into behaviors, especially with the old fox.(181)"

INTEGRATED TRAINING

TRAINING NEEDS

TRAINING NEEDS IDENTIFICATION IS NOT ACCURATE

(Quite often)

"Lack of training in the fields of communication with people with different points of view and backgrounds.(302)"

"Trainings are erratic, because there is no internal development policy.(281)"

"When trainings are packed without contextualizing and not adapted to the training needs.(271)"

"Lack of training on the techniques of communication.(263)"

"No profiling is conducted for NGOs members for training.(253)"

INSUFFICIENT TECHNICAL TRAINING

(Sometimes)

"The lack of management training: personnel management, social media, and ad hoc training needs.(221)"

"Reporting skills are lacking, reporting do not reflect the reality of the field.(253)"

"Acquiring skills to conform to accounting standards, and to improve the financial management and the budgeting exercise; weakness in budgeting is too common; activities budgets are frequently overestimated.(251)"

INTEGRATED TRAINING

TRAINING FRAMEWORK

INAPPROPRIATE TRAINING PROGRAMS

"No unified training manuals or approaches, or when trainings are not applied. (254)"

"Training on strategic plans and operational plans and procedures: Administrative work, financial work etc. (301)"

TRAINING EFFECTS ARE INSUFFICIENTLY EVALUATED

"When the training is not attractive and emphasizes more on the material than the behavioral. (192)"

INSUFFICIENT COMMUNICATION-COORDINATION-COOPERATION ABOUT TRAINING

"Lack of the will of NGOs to accept the other and to learn from each other's. (171)"

"If there is no willingness to help build each other's capacities. (161)"

MERGED DIAGNOSIS ALL NGOs

STRATEGIC IMPLEMENTATION

STRATEGIC ORIENTATION

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| STRATEGIC IMPLEMENTATION |
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| STRATEGIC ORIENTATION |
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INACCURATE OR POORLY PERCEIVED STRATEGIC ORIENTATION

(Always)

"We have cooperated previously with local NGOs to get their voices to be heard and to assess their needs, but discovered that most of them did not define their objectives, nor their vision; they have no success stories.(291)"

"Learning by doing is essential in the NGO world, Cooperation between NGOs is sometimes a wrong idea to advocate.(291)"

"Political and confessional affiliations prevent NGO from cooperating with other NGOs.(181)"

"If the strategy of the NGO does not prioritize cooperation with NGOs.(161)"

"Systemic reasons that affect the strategies of the NGOs: the funding system contributes to the competition, and to the verticality of the relationship between donors and NGOs because of cultural differences.(221)"

"Lack of strategy among NGOs. In the aftermath of war, there is no critical thinking in general, and people stick to their positions without critically thinking about them.(201)"

"This is the main issue, if the strategic orientation is clear, everything else falls in place; but there are hidden or conflicting orientations, partly cultural, and partly because we are a small market (funding availability).(231)"

STRATEGIC IMPLEMENTATION

STRATEGIC ORIENTATION

"Having a strategy is a must in order to be able to think about the future but I see this missing, this is the most important, the rest will fall into place.(231)"

"Identity crisis on the level of civil society: what is civil society? What's Its strategy?(271)"

"Absence of strategy; there is a difficulty in how NGOs define themselves, there is no clear definition.(271)"

"Absence of strategy, or funding limitations that prevents the NGO from pursuing its strategy.(255)"

"Spirit of competitiveness, everybody wants to show he is better, they want more visibility to attract donors.(256)"

STRATEGY HAS TO BE ADAPTED TO ENVIRONMENT EVOLUTION

"When cultural behavior is not compatible especially in multicultural environments.(162)"

"Most NGOs do not have strategic plans or they do not review them.(181)"

"If the coalition strategy is not reconsidered and reviewed according to the coalition.(183)"

"If the strategy does not evolve nor does it have the spirit of giving and if it lacks motivation to channel it to its staff and members.(261)"

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| STRATEGIC IMPLEMENTATION |
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| STRATEGIC ORIENTATION |
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INSUFFICIENT CONTINUITY STRATEGY

(Quite often)

"When communication with other NGOs ends with the project. Temporary projects do not build sustainable relationships between NGOs.(171)"

"Most partnerships were useless. Beautiful on paper but when on the ground there is no use for it; no follow up, and no engagement from the parties. (183)"

"Competitive approach instead of partnership approach: same donor, same resources.(254)"

"A lot of NGOs emerge to response to certain crises and related funding opportunities and they later disappear, it poses a problem of perennity; NGOs should preserve the spirit of engagement and volunteering.(271)"

"Most NGOs lack a clear strategy, their only strategy is on how to get funding. That is why NGOs keep on changing their strategies and objectives.(261)"

STRATEGIC IMPLEMENTATION

STRATEGIC ORIENTATION

SOME STRATEGIC ORIENTATIONS ARE CONTESTED

(Often)

"The clash of goals and objectives can cause a problem in cooperation and communication. Political and confessional factors also can alter communication.(301)"

"Financial resources command the agenda of the NGOs, which ensures different levels of priorities for the advocated subjects; NGOs funded from different funding streams cannot work together.(282)"

"When the level of engagement of NGOs to their network is not at the same level.(282)"

"Small NGOs are afraid of networking and cooperating to protect themselves, big NGOs want to cooperate to maintain their power of action.(291)"

"No team spirit or sense of belonging, NGOs are not ready to stand for each other, they are competing for resources, sometimes disgracefully.(291)"

"When all NGOs work on the same theme, it might create tensions.(181)"

"That was a mixture of culture and limited resources; Ego-culture plays a role in preventing partnerships especially small coalitions.(183)"

"When the NGOs do not have the same level of involvement or risk of failure.(191)"

STRATEGIC IMPLEMENTATION

STRATEGIC ORIENTATION

"NGOs are project and project results oriented, but cooperation on a project by project basis is not sustainable. There is no long-term planning.(201)"

"There should be a specific and shared objective for NGOs to cooperate.(263)"

MISUNDERSTOOD STRATEGIC OBJECTIVES

(Quite often)

"There is no genuine interest in the advocated subject, rather the participation is based on convenience, search for visibility, or available funding.(282)"

"NGOs should start by understanding the needs, and unifying their language. This is what should be done when NGOs want to cooperate together. Values and strategies should be aligned, otherwise there will be a lack of synergy.(291)"

"Lack of communication coming from competition for grants. Some NGOs are scared to communicate their idea out of fear that their idea will be stolen, instead of seeking a certain cooperation around their idea. (161)"

"When field agents of other NGOs do not espouse our community centered values when we are cooperating on the field.(192)"

"When fundamental values like anonymity and confidentiality are not agreed upon between partners and their representatives.(192)"

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| STRATEGIC IMPLEMENTATION |
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| STRATEGIC ORIENTATION |
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ABSENCE OR DEFICIENCY OF COMMUNICATION ABOUT STRATEGY

(Sometimes)

*"When there is no shared way of thinking or a common approach.
(171)"*

*"When NGOs do not reveal their strategies to each other; the lack of
transparency in the strategy.(171)"*

"Strategies are not always clear or communicated clearly.(221)"

*"When strategies are not communicated, and are not clear vis-à-vis
other NGOs, or workers in the NGO.(191)"*

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| STRATEGIC IMPLEMENTATION |
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| ORIGINATORS OF STRATEGY |
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INSUFFICIENT COORDINATION AND COOPERATION FOR STRATEGY

DEFINING

(Sometimes)

"The difference in size, big NGOs might disregard smaller NGOs and consider them not to be an addition.(262)"

"When there is a hidden agenda for the NGOs; We are competing for the same resources, we need visibility to attract funds.(221)"

"If the value of partnership and collaboration are not intertwined in the strategy or vision.(221)"

"When the strategy is not participatory vis-à-vis their partners, this leads to tensions between NGO constituents.(192)"

STRATEGIC IMPLEMENTATION

BREAKDOWN AND ORGANIZATION STRATEGIC MANAGEMENT

THE OBJECTIVES SYSTEM IS INAPPROPRIATE

"A strategy must be clear and refined, simple and concise (objectives/priorities).(281)"

INSUFFICIENCY OF CONCERTED OBJECTIVES

"When personal objectives are not abiding by the strategy of the NGO.(191)"

"When there is no goal for the cooperation of the NGOs, it will not succeed.(291)"

PRACTICES ARE NOT IN CONFORMITY WITH STRATEGIC ORIENTATIONS

"Strategies are not regularly reviewed.(281)"

"A lot of NGOs do not have the decision-making power in their hands but rather in the hands of either politicians and political parties.(301)"

"The impact of confessionism and political affiliation can have an impact as well.(301)"

STRATEGIC IMPLEMENTATION

BREAKDOWN AND ORGANIZATION STRATEGIC MANAGEMENT

INSUFFICIENT STEERING

(Quite often)

"lack of planning in not defining clear roadmap with milestones for the terms of cooperation."

"When indicators of performance are not agreed between actors, even more when they do not exist."

"If the strategy is not well synchronized, nor followed up, nor evaluated, especially for the field work and activities implemented on the field.(262)"

"Measuring indicators based on grants and donors reporting should go hand in hand with the NGO's own program, indicators and mission statements.(271)"

"Activities deviate from strategy.(253)"

"When the action plan is not clear, and well bound in time and responsibilities assigned.(256)"

"When they are not using the same indicators to monitor the strategy's advancement.(282)"

"The absence of a strategic plan of action and programs with dates and deadlines: it can lead to a clash in the strategy of work.(301)"

"The lack of the presence of a clear and well-structured strategy and approach that includes dates as well.(302)"

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| STRATEGIC IMPLEMENTATION |
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| MEANS OF STRATEGIC IMPLEMENTATION |
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**LACK OR INAPPROPRIATENESS OF RESOURCES COMPARED WITH
DEFINED OBJECTIVES**

*"Few NGOs have the means to be sustainable, adding to the
excessive number of NGOs especially for precise objectives. (241)"*

*"Time is one of the resources: when NGOs overcommit beyond their
resource. (183)"*

INSUFFICIENT RESOURCES FOR CERTAIN MISSIONS ACHIEVEMENT

"The broad difference between capacities of NGOs. (271)"

STRATEGIC IMPLEMENTATION

PERSONNEL MANAGEMENT

LACK OR INSUFFICIENCY OF HUMAN RESOURCES AND STAFF

(Quite often)

"The lack of funding to recruit staff forces NGOs to rely on volunteers that have no commitment, or that do not have enough time to do their work. no commitment, no funding, Time constraint for the volunteers. (255)"

"NGO people are overworked because NGOs do not have enough resources to recruit, and because some people struggle to find a life-work balance. (271)"

"Coordination is a problem due to the availability of staff as a result of funding scarcity. People become unprofessional, the work becomes unprofessional, non-reliable ... (281)"

"Not enough human resources to allocate tasks properly, especially when the executive team working in the field is too small. (262)"

"The absence of people who are fully engaged with their time and committed to the best result and would affect any kind of cooperation with other NGOs. (301)"

STRATEGIC IMPLEMENTATION

PERSONNEL MANAGEMENT

INEFFICIENT RECRUITMENT POLICY

"When NGOs recruit employees that aren't open for discussing and accepting new ideas and people; no one knows how to communicate with the other. (302)"

"Choosing the wrong people that do not share the same values and ideas of the core strategy of the NGO; not taking competency as a factor of employment. (302)"

UNATTRACTIVE OR UNFAIR WAGE POLICY

(Sometimes)

"The difficulty of retaining talent and lack of institutional memory. (271)"

"The brain drain from local structures towards International structures. (271)"

"NGOs do not provide a social security because they do not have enough resources, therefore talent is lost. (271)"

STRATEGIC IMPLEMENTATION

MODES OF MANAGEMENT

THE BOARD OF DIRECTORS LACKS INITIATIVE IN DECISION MAKING

"Disorganized executive boards can affect decision making in the NGO and thus its efficiency.(301)"

HIERARCHICAL SUPERVISORS ARE TOO STAND-OFFISH IN THEIR MANAGEMENT

"Big NGOs who have political agenda and have heavy bureaucracies. (181)"

STRATEGIC IMPLEMENTATION

MODES OF MANAGEMENT

INEFFICIENT OR CHALLENGED MODE OF MANAGEMENT

(Sometimes)

"The ego of people, every person wants to be the boss.(301)"

"When an NGO is person based or a family business, cooperating with these NGOs is impossible.(291)"

"The election of a president by the board and not by the members is the reason behind the lack of cooperation between the board and the general assembly, which in turn affects the relationship with other NGOs.(301)"

"An important dysfunction is the tie between the NGO & the president: the personification of the NGO;NGOs reflect the patriarchal society where they operate.Decision making is hyper-centralized in one person & decision are taken at his/her discretion.(271)"

"If there are no strong leaders: There should be strong leadership in the NGO: a person that grows leaders and has a participatory approach: that allows people to grow and be visible.(263)"

STRATEGIC IMPLEMENTATION

MODES OF MANAGEMENT

THE MODE OF MANAGEMENT IS HARMFUL TO WORK ORGANIZATION

(Sometimes)

"If the management mode is not decentralized to allow flexibility for the field operators, especially when decision-makers on the top level are not responsive. (262)"

"When management modes are different (horizontal/hierarchal system) among NGOs. (254)"

"When there is no inclusivity in decision making (internally). (254)"

"Modes of management resulting from difference in size and infrastructure. (221)"

MERGED DIAGNOSIS ALL NGOs

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Annex 3 - Interorganizational Mirror Effect Meeting Presentation



Research in Management Science Organizational Development

Université Jean Moulin Lyon III

Mirror Effect Meeting

DEVELOPING COOPERATION AMONG NGOs: EXPLORATORY RESEARCH
IN LEBANON

Central Hypothesis



Dysfunctions are ubiquitous in the relations and communication among Lebanese NGOs. Developing inter-organizational cooperation reduces the impact of dysfunctions, and improves the efficacy and efficiency of partnering organizations. Subsequently, the improvement of the performance of organizations, and their cooperation will enhance their impact on the needs of civil society.

DEVELOPING COOPERATION AMONG NGOs: EXPLORATORY RESEARCH
IN LEBANON

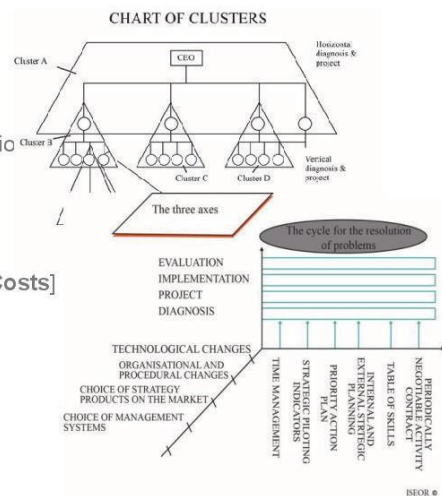
Outline

- Qualimetric Methodology Sequence and Principles
- Descriptive Statistics of Horizontal Analysis
- Pivotal Ideas, Mirror Effect Hierarchization, Mobilizing Themes
- Discussion of Pivotal Ideas
- What's next?

3

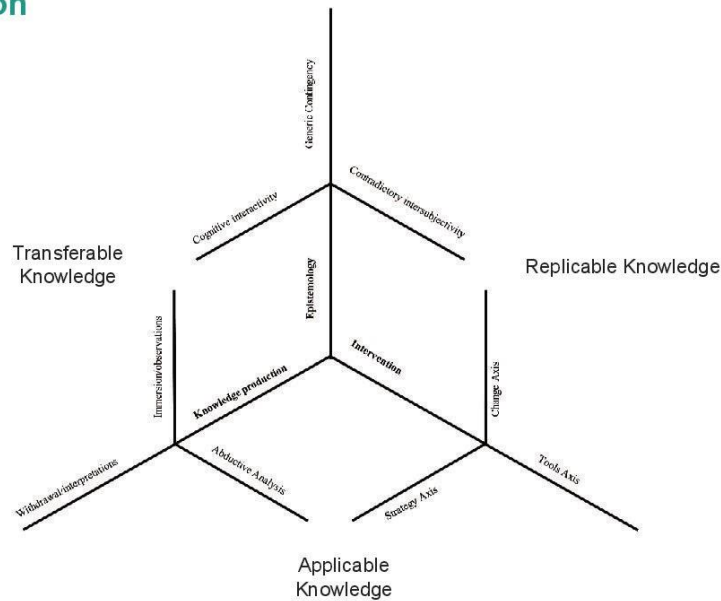
Qualimetric Methodology, Sequence of Scientific Observation

- Horivert process:
 - Horizontal Intervention: Strategy and Coordination
 - Vertical Intervention: Operations
- DPIE:
 - Diagnosis: Identify Dysfunctions [and Hidden Costs]
 - Project: Focus Group
 - Implementation
 - Evaluation
- Three Axes:
 - DPIE
 - Tools: IESAP, PAP, PNAC, Logbook, TM Grid, CG
 - Strategy: Purpose, Products/Markets/Technologies, Risk/Speed/Aggressiveness, Organization Structure, Human Development, Decision Rights, Planning/Budgeting/Resource Allocation



4

Qualimetric Methodology, Sequence of Scientific Observation



5

Scientific Validation: Three Principles

1. Contradictory Intersubjectivity

Shared understanding on a real and significant issue

or

Clarify misunderstandings

2. Cognitive Interactivity

3. Generic Contingency

6

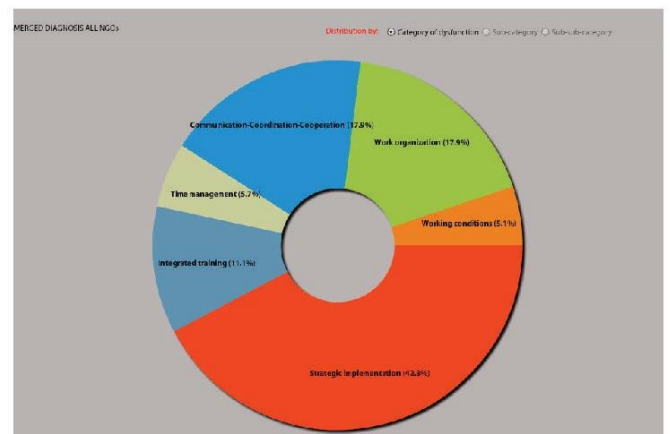
Sequence of Scientific Observation

- Field Note Quotes → Themes, Sub-themes, Key Ideas
 - Horizontal Intervention: Strategy and Coordination
 - Vertical Intervention: Operations, Internal Dysfunctions
- Pivotal Ideas: Frequency, Convergence, Consequences **Time, Space, Psychology, Sociology, Organizational, Economic, Financial...** ✓
- Convergence and Specificities
- Baskets and Mobilizing Themes, Socio-economic Projects
- Implementation
- Evaluation

7

Summary Statistics

- Number of Interviews: 28
- Number of Dysfunctions: 369
- Average no. of Dysfunctions: 13/Inter.
- Number of Key Ideas: 76



8

PIVOTAL IDEAS

1. ADAPTATION AND ADOPTION OF PROCEDURES

POLICIES AND PROCEDURES THAT ORGANIZE THE COMMON WORK

- Insufficient Harmonization Of Rules And Procedures [e.g. [slide 20](#)]
- Tasks Distribution Deficiency
- Absence Of A Clear Distribution Of Roles And Responsibilities
- Inaccuracy Of Tasks Or Functions Definition
- Lack Of An Accurate Way To Regulate Absenteeism
- Some Procedures Increase The Time Necessary For File Processing
- Insufficient Rules And Procedures [e.g. [slides 18/19](#)]
- Non Formalized Rules And Procedures
- Procedures Are Disregarded

EMPHASIS ON A COMMUNICATION PROCEDURE THAT ORGANIZES THE MODES AND FREQUENCY OF COMMUNICATION

- Deficiency Of Communication And Cooperation Between Teams
- Deficient Communication-Coordination-Cooperation With External Partners

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PIVOTAL IDEAS

1. ADAPTATION AND ADOPTION OF PROCEDURES

INFORMATION SHARING: WHAT? HOW? HOW FREQUENT?

FOCAL POINT IN EACH NGO, INCLUDING REGULATING THE ABSENTEEISM OF THE FOCAL POINT; AND HOW FOCAL POINT SHARES INFORMATION WITH HIS/HER NGO
VISIBILITY FOR ALL NGOS: HOW? HOW AND WHO WILL REGULATE IT?

- Insufficiency Of Directly Operational Information
- Delays In Information Transmission
- Information System Is Not Reliable Enough
- Delays In Steering Information Transmission
- Communication System Is Insufficient Or Deficient

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PIVOTAL IDEAS

2. DEVELOPMENT OF A COMMON LANGUAGE

COMMITMENT TO DEADLINES AND MEETINGS, ESPECIALLY WHEN NGOS HAVE A LOW LEVEL OF COMMITMENT TO A CERTAIN PROJECT, WHEN NGOS HAVE A LACK OF STAFF, OR WHEN THE NGO IS VOLUNTEER-BASED

- Lack Of Interest For Some Considered As Unrewarding
- Deficient Workload Distribution Between Persons Or Teams
- Unsuitability Between Staff And Workload
- Excessive Workload
- Meetings Are Not Well-Organized Or Are Inefficient
- Meeting Schedules Are Not Observed
- Insufficient Cohesion Of The Team
- Communication-Coordination-Cooperation Lack Or Difficulty Inside The Service

COMMON LANGUAGE, ESPECIALLY WHEN IT COMES TO REPORTING AND TRAINING NEEDS; ETIQUETTE AND PERSONAL MANNERS IN THE COMMUNICATION BETWEEN NGOS

- Training Integrated To The Real Needs Of Work Are Insufficient
- Gap Between Given Trainings And Practicing Possibilities
- Basic Training Of Personnel Is Inappropriate To Recent Evolution Of The Enterprise, The Environment And The Competitors

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PIVOTAL IDEAS

3. STRATEGIC CONSIDERATIONS

CLARITY OF STRATEGIC ORIENTATION AND THE ADVERSE EFFECTS OF POLITICAL AND CONFESSIONAL AFFILIATION

- Inaccurate Or Poorly Perceived Strategic Orientation [e.g. [slides 21/22](#)]
- Strategy Has To Be Adapted To Environment Evolution [e.g. [slide 23](#)]
- Some Strategic Orientations Are Contested
- Misunderstood Strategic Objectives
- Absence Or Deficiency Of Communication About Strategy

LEADERSHIP AND MANAGEMENT STYLES

- The Board Of Directors Lacks Initiative In Decision Making
- Hierarchical Supervisors Are Too Stand-Offish In Their Management
- Managerial Staff Does Not Assume Its Responsibilities
- Inefficient Or Challenged Mode Of Management
- Some Management Practices Are Unsettling For The Personnel
- The Mode Of Management Is Harmful To Work Organization

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PIVOTAL IDEAS

3. STRATEGIC CONSIDERATIONS

CLEAR OBJECTIVES WITH CONCERTED INDICATORS OF SUCCESS

- The Objectives System Is Inappropriate
- Insufficiency Of Concerted Objectives
- Practices Are Not In Conformity With Strategic Orientations
- Insufficient Steering

CONTINUITY STRATEGY TAKING INTO CONSIDERATION SCARCITY OF FUNDING, ESPECIALLY IN THE ASPECT OF HIRING PERSONNEL TO ASSURE THE CONTINUITY OF THE ORGANIZATIONS

- Insufficient Continuity Strategy
- Budgets Are Perceived As Insufficient
- Lack Or Inappropriateness Of Resources Compared With Defined Objectives
- Insufficient Resources To Deploy Development-Management Actions
- Insufficient Resources For Certain Missions Achievement

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PIVOTAL IDEAS

3. STRATEGIC CONSIDERATIONS

AVAILABILITY OF PHYSICAL PREMISES

- Insufficient Space, Cramped Workplace
- Adverse Effects Of Geographical Dispersion On Communication-Coordination-Cooperation [e.g. [slide 15](#)]

COMMUNICATION EQUIPMENT

- Insufficient Equipment

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What's next?

- Expert Advice Report, Clustering Problems around Mobilizing Themes
- Mobilizing Themes Taken in Charge by Project Groups
- Project Groups [of representatives of three to four NGOs each] to meet weekly or fortnightly. Proposing solutions for the larger group within 6-8 weeks
- Two tier commitment to the next phase: Formative documents for the NGOs
- Vertical Intervention: choosing two NGOs for the vertical intervention, Calculating Hidden Costs of Dysfunctions, and applying some Socio-Economic Tools

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Focus Group Themes

- I. Adaptation and Adoption of Shared Procedures including Visibility, Information Sharing, and Focal Point
 - Focus Group:
- II. Development of a Common Language, Social Etiquette, and Leveling of Commitment
 - Focus Group:
- III. Strategic Considerations: Developing a Common Coordination Strategy with Concerted Steering Tools, Strategy Communication, and Allocation of Common Resources
 - Focus Group:

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TOGETHER WE GROW IN A SUSTAINABLE COMMUNITY



Annex 4 - Interorganizational Minutes of Meeting N°1

Minutes of Meeting H1 Horizontal Intervention Mirror Effect Meeting no.1

Date: May 10, 2018

Present: PEH, [REDACTED] [REDACTED]
[REDACTED] were coming]

Lieu: [REDACTED] (courtesy of [REDACTED], [REDACTED])

Motions:

1. None: Whatsapp group communication resulted in advising to postpone the meeting. The researcher obliged, and set the next meeting for May 31, 2018 4:15-5:45pm [REDACTED]
[REDACTED]

Notes:

NGOs that were present: [REDACTED]
NGOS that were going to join: [REDACTED]
NGOs that presented an excuse: [REDACTED]
NGO not invited to the meeting: [REDACTED]
NGO that did not respond: [REDACTED]

The meeting was postponed half an hour before its set time because participants, following the example of one of them who posted publicly his unavailability to attend. Although the meeting would have happened and the information could have been validated despite the absence of some, the researcher decided to postpone the meeting following the suggestions of several.

The time between the diagnosis interviews and the mirror effect witnessed parliamentary elections in Lebanon [historical event to be taken into consideration in the validity discussion] that were eventful and of high significance to civil society. The election rhetoric was in fact “civil society against traditional political parties and established politicians”. None of the NGOs participating in the research participated in the elections, except for -on a personal basis- the executive director of alumni association [REDACTED] who was very vocal in supporting civil society, and the founder of the (to be) business-civil society network [REDACTED] who ran for elections on the list of one of the traditional parties, and won a seat.

The outcome of the elections was very meager for civil society, as only one of their (claimed) representatives succeeded in being elected. As the president of one participating NGOs expressed “if you’re partisan in political elections you’re a politician, you are not civil society anymore”.

Analysis:

The fact that the mirror effect meeting did not happen, validates the diagnosis part that highlights the lack of commitment, the lack of personal and/or personal commitment, as stipulated by the field note quote “the lack of personal engagement affects the general commitment and success of the”.

Another difficulty in the horizontal intervention stems from the participants being all of them decision-makers in their NGOs without any higher authority that constrains them to attend (unlike when the intervention research happens within one organization with a committed hierarchy). This might (only might) validate another dysfunction that of the egocentricity of the NGO leaderships.

Annex 5 - Interorganizational Minutes of Meeting N°2

Minutes of Meeting H2 Horizontal Intervention Mirror Effect Meeting no.2

Date: May 31, 2018

Present: PEH, [REDACTED]
[REDACTED]

Absent: [REDACTED]

Did not reply to invitation: [REDACTED]

Not invited: [REDACTED]

Venue: [REDACTED] (courtesy of [REDACTED])

Notes:

Invitation was sent to participants by BCC email.

NGOs that were present: [REDACTED]

NGOS that presented and excuse: [REDACTED]

NGO not invited to the meeting: [REDACTED]

NGO that did not respond: [REDACTED]

Motions:

1. Self-introduction of present NGOs
2. Baskets: Agreed (PPT presentation attached)
3. Focus groups: Participants asked the researcher to designate NGOs to focus groups, taking into consideration expertise and time constraints, with [REDACTED] advancing their expertise in developing a common language

Highlights:

- [REDACTED] sends back the discussion to strategic orientation, stating “we have to understand what they want”.
- [REDACTED], [REDACTED], and [REDACTED] discussing the roles of the board of director, and the degree of involvement of the board, seemingly affected by their varying mandate ([REDACTED], country representative-executive director of [REDACTED] official mandate, systemic, and procedural; and [REDACTED], heading [REDACTED] unofficial mandate, convivial, ...; [REDACTED], elected president of [REDACTED]). [REDACTED] bringing up the fact that volunteer based NGOs and employee-based NGOs have different management and engagement postures. Answering the question of the researcher, should NGOs have the same structure the answer was mitigated, but answering the question should NGOs develop a common language, the answer was unanimously affirmative (check attached hand notes)

- The effect of confessional and political affiliation of NGOs ensued with [REDACTED], [REDACTED], stating it is a negative issue because the decisions and orientations will be dictated by the supporting party or confession; while [REDACTED] and [REDACTED] supporting that it is the historical and social reality, and that it is not a problem to cooperate with confession affiliated NGOs. [REDACTED] [REDACTED] and [REDACTED] supporting the latter's view. (Check hand written notes)
- Discussion on the role of NGOs in the social landscape ensued: there seems not to be a monochromic agreement on what the role of NGOs is: [REDACTED] stressing the role of laws and bylaws that govern NGOs (legal governance). (Check hand written notes)
- A unanimous agreement of the importance of unifying monitoring indicators. (Check hand written notes)

Annex 6 - Interorganizational Minutes of Meeting N°3

Minutes of Meeting H3 Horizontal Intervention First Meeting Project Group “Adaptation and Adoption of Procedures”

Date: September 24, 2018

Time: 18:30-19:30

Present: PEH, [REDACTED]

Absent: [REDACTED]

Venue: SEPT Office, Gemmayzeh

Attachments:

Horizontal Expert Advice Report
Hierarchizing of Horizontal Key Ideas
Transcript of present meeting

Notes:

First encounter [REDACTED], mandated to represent [REDACTED] from now on
Meeting was previously set on Monday September 17, 2014 at [REDACTED] office- [REDACTED]
postponed because [REDACTED] had an emergency, and [REDACTED] forfeited
Upon request from [REDACTED], meeting was set closer to her workplace; she forfeited
stating she was delayed at work
Asked [REDACTED] to meet at [REDACTED]; Room occupancy was not be yet set: request not
obliged.

Motions:

1. Introduction of research project to [REDACTED]: Brief
2. Introduction of Project Baskets and Role of Project Groups: Brief
3. Proposing Solutions for plenary discussion: Agreed

Proposed Solutions:

- 1.1. The goal of procedures is to facilitate the common work, therefore, if formalizing a procedure adds to the burden of work, it should be reviewed.
- 1.2. The formalization of procedures, MOUs (memorandum of understanding), TOR (terms of reference), RACI Matrix (Responsible, Accountable, Consulted, Informed), should become a routine, whenever common action is engaged. These should be based on common interests

and agreed deliverables [overlap with strategy]. But, dynamic role distribution in a non-formal manner, is sometimes recommended to allow flexibility [overlap with strategy].

1.3. Developing trust among parties is essential. Trust sometimes supersedes procedures, but trust builds up gradually, therefore:

- Procedures should at least organize financial transactions
Introducing new partners should be gradual to allow trust to be built
- Rules of transparency [clarity], and ethics of professional commitment [overlap with common language] should be embedded in the procedures
- Even when there are no procedures expectations management, preventing emotional excesses [forbearance], and transparency should be respected

2.1. A communication procedure is not efficient, therefore not recommended, but documenting communications through, at least, emails which include all concerned parties [persons in organizations]. Information should be held by more than one person in the NGO.

2.2. There should be a focal point, though not necessarily formalized through a procedure. The focal point should be, somehow, a leader in his/her organization not only a contact person. The internal regulation of absenteeism of the focal point should be communicated to other parties.

3.1. Formalizing procedures of visibility is recommended for long term cooperation, and when high stakes are at hand, otherwise, the respect of “first among equals” and transparency approaches should be observed.

Meeting Transcript:

- Formalization of procedures, MOU, TOR, RACI Matrix, whenever common action is engaged should become a routine
 - Look for common interests and agree deliverables
 - Introduce new partners gradually to build trust
 - Transparency is essential, as is preventing emotional excesses (forbearance), and the respect of [western] ethics of professional commitment
 - Even in the presence of trust, transparency [clarity] should be embedded in the procedures
 - Clear rules and expectations management should be stressed, especially when one cannot codify and formalize
 - Procedural framework should at the minimum organize financial transactions
 - When trust is strong, it could supersede all procedures
 - Dynamic role distribution in a non-formal manner is sometimes recommended to allow flexibility
-
- Communication procedure is not efficient, but the importance of documenting communications through at least emails which includes all concerned parties; looping people in.
 - When a liability is included, a more formal manner than Whatsapp is included.
 - Information should not be held by only one person in the NGO, especially when working with a number of them.
 - There should be a focal point in each NGO, which does not necessarily have to be formalized.
 - A focal point should somehow be a leader, not only a contact person in his/her own party.
 - An internal regulation of focal point absenteeism should be communicated to other parties.
-
- For a long term cooperation, the procedure of visibility should be agreed upon; but whether formalized or not, it depends on the stakes at hand.
 - Primus inter pares: First among equal approach should hold.
-
- The goal of the procedures should be to make work flow easier; if formalizing will add to the burden of work, it should be reviewed.

Annex 6 - Interorganizational Minutes of Meeting N°4

Minutes of Meeting H4 Horizontal Intervention First Meeting Project Group “Development of a Common Language”

Date: September 25, 2018

Time: 17:15-18:30

Present: PEH, [REDACTED]

Absent: [REDACTED]

Venue: [REDACTED]

Attachments:

Horizontal Expert Advice Report
Hierarchizing of Horizontal Key Ideas
Transcript of present meeting

Notes:

First encounter between [REDACTED] and [REDACTED]; interesting outcome as [REDACTED] is investigating income generation activities of civil society organizations. [REDACTED] representative forfeited ion the meeting, nor did he inform in advance, reinforcing the finding of different level of commitments among NGOs, and the difference between volunteering and professional NGOs.

Motions:

1. Introduction of [REDACTED] and [REDACTED] First encounter: Social entrepreneurship as common interest
2. Introduction of Project Baskets and Role of Project Groups: Brief
3. Proposing Solutions for plenary discussion: Agreed

Proposed Solutions:

- 1.1.Cooperate with few NGOs that share the same efficiency, commitment, and drive.
- 1.2 Outlining the incentives, material and non-material, that motivate the commitment.
2. Encourage partner NGOs to formalize their organizational structure, to appoint specific persons to specific tasks and to delineate accountability: professionalize.

3. Develop intra-organization knowledge sharing and trainings, and tailor them to the specific needs of individual organizations, to enhance and bring to speed basic cooperation competencies like proposal writing and budgeting.
- 4.1. Revive the civic spirit, commitment to social causes, and engagement, and retain talent that was drained towards international NGOs.
- 4.2. Recruit youth that have become more cause driven and inclined to trade off lower salaries for mission.

Meeting Transcript:

- Local NGOs are usually the implementing partner and they are overwhelmed in times of crisis, while funding goes to international parties.
- Meetings are more efficient if they encompass financial or other incentives, like visibility. Commitment is also directly related to these incentives.
- The funding dynamics drain human talents towards international NGOs, local NGOs find themselves with less than efficient staff types, causing the loss of the civic spirit of engagement and commitment to social causes. The spirit has now become transactional.
- Reviving the spirit of volunteering and NGOs to become sustainable have to professionalize, to become staff based, while maintaining the civic engagement, the spirit of the mission which is growing among youth who trade off salary for mission. Recruiting youth might be one of the solutions.
- Having access to funding and being able to cooperate implies a certain leveling in the budgeting and proposal writing competencies, though things are improving.
- Intra NGO knowledge sharing (more than training) to enhance and bring to speed the capacities of the NGOs, small or big, that feel the need to; this should be tailored to the needs.
- Developing cooperation with a small number of NGOs (as opposed to a large number) that share the same drive, commitment and efficiency, otherwise it will not be productive.
- The recommendation is to encourage non-structured collectives to organize more formally and to appoint specific persons to specific tasks, and to delineate accountability.
- Synopsis:
 - Cooperate with few but well-structured NGOs (coopérer avec peu mais des biens)
 - Revive the civic spirit and engagement
 - Enhance the structuration of NGOs
 - Tailored intra-organization capacity building

Annex 7- Interorganizational Minutes of Meeting N° 5

Minutes of Meeting H5 Horizontal Intervention First Meeting Project Group “Strategic Considerations”

Date: September 29, 2018

Time: 10:10-11:20

Present: PEH, [REDACTED]

Absent:

Venue: [REDACTED]

Attachments:

Horizontal Expert Advice Report

Hierarchizing of Horizontal Key Ideas

Transcript of present meeting

Notes:

First encounter between [REDACTED] and [REDACTED] interesting outcome as [REDACTED] is investigating income generation activities of civil society organizations. [REDACTED] representative forfeited ion the meeting, nor did he inform in advance, reinforcing the finding of different level of commitments among NGOs, and the difference between volunteering and professional NGOs.

Motions:

1. Introduction of [REDACTED], [REDACTED] and [REDACTED] representing a nascent [REDACTED], and also president of [REDACTED] coalition of small NGOs, and [REDACTED]
2. Introduction of Project Baskets and Role of Project Groups: Brief
3. Proposing Solutions for plenary discussion: Agreed
4. Side discussions yielded bi-lateral interests to collaborate between the NGOs: [REDACTED] to ask [REDACTED] environmental Service to help build local capacity in [REDACTED] for [REDACTED] to send drug rehabilitated people for field internships with [REDACTED] [REDACTED] and [REDACTED] to collaborate on supplying wheel chairs for handicapped prisoners

Proposed Solutions:

1. Strategy development:

- 1.1.Strategic coalitions should be thematic, while cross thematic strategies should be project based
- 1.2.Developing common strategies should accommodate different advocacy styles (some NGOs are more confrontational than others), noting that this diversity is recommended and required. Coordinated strategies should not jeopardize the individual positioning of NGOs, rather benefit from it (Synchronized Decentralization)
- 1.3.Politically sensitive issues that could drag partisan alignments should be prevented
- 1.4.Strategies should take into consideration means to financially sustain a long term coordination
2. Different leadership and management style:
 - 2.1.Management styles and decision making process should be made clear to partners
3. Common resources:
 - 3.1.Sharing a communication platform
 - 3.2.Sharing support functions to share costs, including training and recruitment
 - 3.3.Each shared support functions is better housed in one NGO for sustainability concerns
 - 3.4.Shared training programs using individual resources e.g. NGOs dedicate 2 hours each 3 months for a shared training
 - 3.5.Larger NGOs willing to provide smaller NGOs with temporary locations
4. Geographical dispersion:
 - 4.1.Continuous communication and a clear communication procedure (overlaps with “Common Language” and “Adaptation of Procedures” projects)

Annex 8 - Interorganizational Expert Advice Report Presented to Organizational Leaders

Expert Advice Report for
Developing Cooperation among NGOs: Exploratory Research in Lebanon.
Friday July 20, 2018

This expert advice report concludes the first round of diagnosis by condensing the information collected and analyzed, to become actionable. A statistic and summary of the dysfunctions collected from interviews are followed by an expert opinion stating pivotal ideas, unvoiced comments and explicative stances. The report concludes by grouping dysfunctions into baskets of socio-economic projects to be addressed by time-bound focus groups dedicated to discuss and elaborate solutions that will be later proposed in a plenary session.

I. Statistics of the horizontal diagnosis:

| | |
|-----------------------------|-----------|
| Number of NGOs | 15 |
| Number of Interviews | 28 |
| Number of Dysfunctions | 369 |
| Average no. of Dysfunctions | 13/Inter. |
| Number of Key Ideas | 76 |

Distribution of dysfunctions into themes:

| | |
|----------------------------------------|-------|
| Strategic implementation | 42.3% |
| Work Organization | 17.9% |
| Cooperation-Communication-Coordination | 17.9% |
| Integrated training | 11.1% |
| Time management | 5.7% |
| Work Organization | 5.1% |

II. Pivotal Ideas: Mirror Effect Hierarchizing

The condensation and analysis process of interview data and observations, yields pivotal ideas that abide by criteria of frequency, convergence, and effect in time, space, psychological, sociological, organizational, economic, and financial consequences. Pivotal ideas in this research project revolve around, for instance, operational differences between NGOs and whether a synchronization of procedures is feasible and effective despite structural differences in the management modes, and engagement of members and volunteers. Another pivotal idea addresses what participants call a “common language” or “culture”, in the sense of deontological relations among members, the role and interactions with society, and the relation with funding streams; differences being substantial between international and local NGOs, and smaller and larger organizations. Not the least, strategic considerations abound, from raising questions of whether there

should be cooperation among NGOs, and whether it should be project centered or more encompassing, to whether geographical location helps or impairs cooperation.

III. Pivotal Ideas: Unvoiced Comments

Remains the hurdle of cooperation projects being stymied by past experience of most of the participants resulting in a lack of trust in the other, especially that NGOs need to cooperate for efficacy, efficiency, or survival, while competing for resources, and the more acute hurdle being the difference in the conception of the role of NGOs in society.

IV. Baskets of socio-economic projects:

Three baskets of socio-economic projects are proposed. Subsequently, three focus groups will be formed of two to three NGOs each, that will meet twice (or more if needed) in a range of one month, with the assistance of the researcher, to devise solutions that will be exposed for discuss and adopt in a plenary session. The baskets of socio-economic projects are:

1. Adaptation and Adoption of Shared Procedures including Visibility, Information Sharing, and Focal Point

Addressing the following key ideas:

- a. Policies and procedures that organize the common work
- b. Emphasis on a communication procedure that organizes the modes and frequency of communication
- c. Information sharing: what? How? How frequent?

Focal point in each NGO, including regulating the absenteeism of the focal point; and how focal point shares information with his/her NGO

Visibility for all NGOs: how & who will regulate it?

2. Development of a Common Language to align (1) training and reporting needs, (2) modes and etiquette of social interaction with citizens and external parties at the inter-organizational level, and (3) the level of commitment to inter-organizational projects and meetings.

Addressing the following key ideas:

- a. Commitment to deadlines and meetings, especially when NGOs have a low level of commitment to a certain project, when NGOs have a lack of staff, or when the NGO is volunteer-based
- b. Common language, especially when it comes to reporting and training needs; etiquette and personal manners in the communication between NGOs

3. Strategic Considerations: Developing a Common Strategy with Concerted Steering Tools, Strategy Communication, and Allocation of Common Resources.

Addressing the following key ideas:

- a. Clarity of strategic orientation and the adverse effects of political and confessional affiliation
- b. Leadership and management styles
- c. Availability of physical premises

.....end of report.....

Annex 9- Interorganizational Cooperation Execution Phase Kickstarter email

From: **Pierre El Haddad** pelhadda@sy.edu
 Subject: **Re: LOG Research/Plenary meeting and continuation**
 Date: **March 4, 2019 at 11:49 PM**
 To: **Pierre EL HADDAD** haddap@gmail.com
 Cc: haddap@gmail.com
 Bcc: [REDACTED]

PM

Dear colleagues,

In reference to our last meeting dedicated to decide on the continuation of the cooperation project, four levels of commitments were suggested with project examples. Your verdict came in as in the table below.
 Therefore, the projects that receive the most support are:

- Development of local resources for NGOs through: An advocacy campaign for tax exemptions for the benefit of civil society financing
- Common training to develop a common language and mutual trust

I will contact you shortly on the phone to discuss the next step.

Sincere regards,
 Pierre

| | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
|-----------------------------------------------------------------------------------|------------|------------|------------|------------|
| Platform to meet regularly and develop trust | X | | X | |
| Minimal project e.g. common training | X | X | | X |
| Committing project e.g. advocating for tax exemptions for civil society financing | | X | X | X |
| Maximal project e.g. establishing and pursuing a common strategy | | | | |

On Jan 18, 2019, at 10:38 AM, Pierre El Haddad <pelhadda@sy.edu> wrote:

Dear Colleagues,

The research we have started together is in sustained progress. The last action at the inter-organizational level was the formation of three project groups to address the specific baskets of dysfunctions that were validated in the mirror effect meeting at [REDACTED]

As a reminder, the baskets of dysfunctions included (a) Adaptation and Adoption of Shared Procedures, (b) Development of a Common Language, and (c) Strategic Consideration. Project groups have already met, discussed, and proposed solutions.

The next step in the intervention research process is a plenary meeting where you will be presented with the suggested solutions, and importantly, to take the a decision on whether you want to continue in the implementation phase coming next. The agenda of the meeting is therefore confined to two motions:

1. Reading and discussing proposed solutions
2. Setting an action plan for the implementation phase

~~Meeting will be held at the premises of the participating NGOs~~

Upcoming meetings will circulate among participating NGOs premises, therefore I am proposing in this mail a venue and a tentative date:

Venue: [REDACTED] (WhatsApp location will be sent). You can park your cars behind [REDACTED]

Date and time: Tuesday Feb 5, 2019 at 4-5pm.

In case you are unavailable on that date and time, please suggest other time brackets for Tuesdays or Thursdays in the afternoon.

Please advise you availabilities.

Sincere regards.

Pierre

Annex 10 - Interorganizational Cooperation Minutes of 2nd Implementation Meeting

LOG H Minutes of Meeting Horizontal Intervention 2nd Implementation Meeting

Date: September 26, 2019

Time: 10:00-11:00

Present:

[REDACTED]
[REDACTED]

[REDACTED] Pierre El Haddad

Absent: -

Venue: Saint Joseph University, Faculty of Human Sciences ([REDACTED])

Attachments:

LOG H MOM, 1st Implementation Meeting (done by [REDACTED])
LOG H MOM, Plenary meeting powerpoint

Motions:

- Previous MOM (LOG H 1st Implementation meeting dated July 2, 2019, done by [REDACTED] of [REDACTED] in attachment): Read and Approved
- Reminder of plenary meeting resolutions to prepare implementation phase (dated February 5, 2019 and March 26, 2019, done by Pierre El Haddad): adopted common project and recommendations-handbook to organize cooperation: Read and Approved (hard copy distributed to participants)
- Focal point and replacement in case of absence for partner NGOs:
 - [REDACTED] and [REDACTED]
 - [REDACTED] and [REDACTED]
 - [REDACTED]: [REDACTED] and [REDACTED]
 - [REDACTED], and [REDACTED]
 - [REDACTED]
 - [REDACTED] and [REDACTED]
- Mechanism to develop a common strategy to advocate “tax exemptions for civil society financing”: Adopt a formal mechanism

Notes:

Discussion carrying on:

- Reticence of companies to declare taxes
- Tax evasion is high in Lebanon, protected by clientelism, oligarchic hold on the economy, lack of transparency and corporate ethics
- Reticence of government to support this law because the government is already bankrupt
- Optional of mandatory law قانون اختياري? And criteria of eligibility
- Think of applicability from the ministry of finance perspective
- How will advocating this law affect civil society, since the public narrative already doubts the integrity of civil society organizations?
- The reputation of civil society organizations is mitigated, where only some benefit from a good reputation
- How to constrain political parties from benefiting from this law for unlawful reasons?
- Be specific about the overall objective of the law, is to make NGOs more sustainable, or for the private sector to contribute more in the common good, or is it both?
- Include safeguards in the legal framework both for giving companies and recipient NGOs
- The law should anticipate the cost/benefit of both stakeholder parties
- Is it to sustain core funding instead of project based
- Companies only care about visibility, no other strings attached, which make their contribution interesting even if the sums are not large
- The importance of having the point of lawyers (administrative, fiscal, ...) and the private sector's
- Suggestion to be inspired from foreign laws
- Decree 62 to be shared
- Producing a law is very difficult, a long and painful process
- We should be wary of wishful thinking, and see the difference between our good intentions and the not so good ones of some other parties
- Might be more adequate to start with a presidential decree
- [REDACTED] organized a convention about NGOs financing, the comparative approach is interesting
- The importance of having lawyers and tax experts volunteering to prepare a document.

Resolution Chart:

1. Send a briefing about your organizations by email to Pierre (haddadp@gmail.com) to share with partners in one document: All [REDACTED], **Thursday Oct 10, 2019**
2. Contact a dozen companies to investigate their perception about the tax exemption law (in what would it benefit them and/or in what would it hurt them), and share back results (please see attached the perceptions collected by Pierre): [REDACTED] **Wed Oct 30, 2019**
3. Sharing Decree 62: [REDACTED], **Done**
4. Prepare MOM and next meeting's: [REDACTED] **Pierre, Wed Oct 31, 2019**

Next meeting:

LOG H, 3rd Implementation Meeting

Venue: [REDACTED]

Date and Time: November 6, 2019, 9:30-10:30

Proposed Agenda: (please make sure to add your additions before the meeting)

1. Reading and approving previous MOM
2. Adopting meeting procedure and unified MOM and Agenda templates
3. Presentation and discussion of the results of the survey with business people
4. Presentation and discussion of the results of contacts with volunteering lawyers
5. Discussion and adoption of a preliminary Action Plan and Resolution Chart
6. Discussion and decision on task distribution, processes, and secretarial work for the group
7. Presentation of the list of focal points and replacements, and discussion of information sharing via focal points within each organisation
8. AOB

Annex 11 - Interorganizational Cooperation Minutes of 3rd Implementation Meeting

LOG H 3rd Implementation Meeting- Tax Exemption Meeting

Meeting Minutes – December 18th, 2019

Title: Tax Exemption Meeting

Location: [REDACTED].

Date & Time: December 18th, 2019 from 2:30 P.M. – 3:00 P.M.

Attendance: [REDACTED] Pierre El Haddad, [REDACTED]

Documents:

1. Questions to business leaders to have a primary idea on their perception about the law we are proposing;
2. Findings: What Not to Do and What to Do Table;
3. LOG H Minutes of Meeting, Horizontal Intervention, 2nd Implementation Meeting.

What was discussed:

1. What is the strategy to implement the tax exemption law for companies to finance civil society organizations?

Resolution Chart:

1. Ask [REDACTED] on previous research done under this title- [REDACTED]
2. Ask [REDACTED] on previous research done under this title- [REDACTED]
3. Research laws in EU and US under this law [REDACTED] by January 15th, 2020.
4. Discuss with [REDACTED] the benefits and disadvantages of implementing this law with the MOF – Nadim.

Next Meeting:

Friday January 17th, 2020 at [REDACTED] on 3:00 P.M. to discuss the results of the resolution chart and agree on the lawyer who's going to take it from there.

Annex 12 - Perception of business leaders about Tax Exemption Law (3rd Implementation Meeting)

Question to business leaders to have a primary idea on their perceptions about the law we are proposing:

what do you think about a tax exemption law for companies to finance civil society organizations? Benefits and disadvantages?

■ (business owner):

Benefits me by lowering tax,

on the other hand if we are called upon to **declare our revenue** to be tax exempt, the monsters from the ministry of finance and national social security fund will have an alibi to open a case against me, not for the benefit of the government but for their own pockets, **corruption**.

■ (business owner):

Depending on the exemptions, is it 100% of the amount paid to civil society like other countries, or 50%, or does it include a quota.

in general, why not, as long as you can **choose the cause** to support.

■ (business owner, and government position):

You might want to consider an obligation for companies to participate in social development, e.g. in Kuwait companies are obliged to participate 1% of their income in social causes.

Tax exemptions **might be a good idea**, but also may be a way to prevent paying taxes, or for politicians to finance their NGOs and reduce their companies taxes (**corruption**).

A good idea in general, if applied properly, as long as the **funds are disseminated** among NGOs.

Another risk is for the donation not to be under the control of the ministry of finance. من العبء للجيرة

Annex 13 - Table of What Not TO DO and What TO DO (3rd Implementation Meeting)

Table of What Not To Do and What To Do in NGO Cooperation

| What not to do | Root causes | What to do |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Considerations | | |
| Lacking clarity in strategic orientation of individual NGOs and the adverse effects of political and confessional affiliation | Lack of trust in the other due to unsuccessful past cooperation experiences, especially that NGOs need to cooperate for survival while competing for resources | <p>Strategic coalitions should be thematic, while cross-thematic strategies should be project based</p> <p>Developing common strategies should accommodate different advocacy styles (some NGOs are more confrontational than others), noting that this diversity is recommended and required. Coordinated strategies should not jeopardize the individual positioning of NGOs, rather benefit from it (Synchronized Decentralization)</p> <p>Politically sensitive issues that could drag partisan alignments should be prevented</p> <p>Cooperation should be among NGOs that have the same drive towards efficiency and commitment, and they should outline what are their material and non-material incentives to cooperate</p> <p>Revive the civic spirit and recruit youth that are more cause-driven in order to retain talent and prevent them being drained towards international NGOs</p> |
| Lack of transparency towards partners about the decision making process within individual NGOs | | <p>Leadership and decision making</p> <p>Management styles and internal decision making processes should be clear to partners to rationalize expectations</p> |
| | Difference in the conception of the role of NGOs in society | <p>Common resources</p> <p>Considering the means to sustain a long-term engagement improves the chances to succeed cooperation</p> <p>Sharing a platform to communicate with the public (social media, mailing list,...) enhances and diversifies the outreach including individual NGOs' outreach</p> <p>Sharing support functions, including recruitment, reduces the financial burden on individual NGOs, and improves their efficiency</p> <p>Housing support functions dedicated for the cooperation enterprise at partners' premises assures its sustainability</p> <p>Sharing training programs using individual resources, [e.g. NGOs dedicate a certain number of hours periodically for common trainings], rapproches competencies and language used in communications and reports</p> <p>Larger NGOs providing smaller NGOs with temporary locations enhances the sustainability of smaller NGOs and cooperation prospects.</p> |
| Adaptation and Adoption of Shared Procedures | | |
| <p>Burdening procedures that organize cooperation among NGOs, especially when they add to an internal procedural overload</p> <p>Absence or difficult to apply procedures that organize information sharing, and the mode and frequency of communication</p> <p>Unequal visibility for all NGOs</p> <p>Absence of focal points in each NGO including regulating their absence</p> | <p>Plying to the requirements that gives primacy to procedures and visibility over effectiveness in social advocacy and efficiency in resource allocation</p> | <p>Procedures, communication, information sharing</p> <p>Simplifying the procedures, reviewing them routinely, and adapting them to the common interests and concerted deliverables in order to enhance their adoption, help manage expectations, and prevent emotional excesses</p> <p>For financial transactions, the formalization of procedures, and the commitment to rules of transparency gradually builds up trust</p> <p>Formalizing concerted procedures of visibility, reduces the chances of conflict and improves the chances of long-term cooperation, especially when stakes are high</p> <p>Appointing of a focal person in NGOs, including a known replacement in case of absence, then documenting communication and information by more than one person assures continuity</p> <p>A focal person that is somehow a leader in her organization, not only a contact person, enhances commitment and promptitude in taking action</p> |
| Common Language | | |
| <p>Differences in the reporting proficiency, competency levels, language used, and degrees of formality in interpersonal manners</p> <p>Lack of commitment to deadlines and meetings, especially when NGOs have low interest in a project, or lack of staff, or when the NGO is volunteer-based</p> | <p>Personification of NGOs instead of seeking institutionalization, and the high staff turnover that cause constant loss of competencies and hence consistency in cooperation projects</p> | <p>Common Language</p> <p>Encouraging partners to professionalize through formalizing their organizational structures and task allocation, and delineating accountability, improves transparency towards partners, and facilitates trust building</p> <p>Developing intra-organizational knowledge sharing and trainings, and tailoring them to the specific needs of individual organizations, enhances cooperation competencies likes proposal writing and budgeting, and brings to speed cooperation components</p> |

Annex 14 - Tax Exemption Decree 167-2017-Law 444-2002-Art 20-Arabic (3rd Implementation Meeting)

١٦٧ مرسوم رقم
٢٠٠٢/٧/٢٩ تاريخ ٤٤٤
تحديد دقات تطبيق المادة ٢٠ من قانون حماية البيئة رقم ٤٤٤ تاريخ ٢٠٠٢/٧/٢٩

إِنَّ رَّئِيسَ الْجُمْهُورِيَّةِ

بِسَاءِ عَلِيٍّ الدَّيَّانِ

بناءً على القانون رقم ٤٤٤ تاريخ ٢٠٠٢/٧/٢٩ (حماية البيئة)، لا سيما المادة ٢٠ منه،
بناءً على اقتراح وزير البيئة والمالية،
بعد استشارة مجلس شورى الدولة (الرأي رقم ٢٠١٦-٢٠١٥/١١٢ تاريخ ٢٠١٦/١/٢٧)
وبعد موافقة مجلس الوزراء بتاريخ ٢٠١٧/٢/١،

يرسم ما يأتي:

الفصل الأول: التعريفات

المادة الأولى: التعريفات

يقصد بالتعابير التالية أينما وردت في هذا المرسوم ما يلي:

- ١- النشاطات التي تحافظ على البيئة: هي نشاطات الصناعة البيئية (environment industry activities) والإنفاق الذي يهدف إلى حماية البيئة والمحافظة عليها بصورة مستدامة (sustainable environmental protection expenditures).
- ٢- نشاط الصناعة البيئية (environment industry activity): هو النشاط الذي يقوم به شخص طبيعي أو معنوي ويستوفي المعايير والشروط التالية مجتمعة:
 - أ- أن يكون مصمماً لإنتاج إيرادات أو أرباح.
 - ب- أن لا يكون ممولاً بصورة مباشرة أو غير مباشرة من صندوق عام، أو بموجب قروض وهبات ممنوحة من مؤسسات دولية أو حكومات أجنبية. وينطبق هذا الشرط على المتعهدين الثانويين.
 - ج- أن يندرج ضمن واحدة أو أكثر من الفئات التالية:
 - تجميع المياه المبتذلة (Gray water)، أو تكريرها أو إعادة استعمالها.
 - تجميع مياه الصرف الصحي (sewage) أو تكريرها، أو تكرير الوحل (sludge).
 - تجميع النفايات الصلبة أو معالجتها أو التصرف بها أو معالجة بقايا من إدارة النفايات الصلبة (byproducts of solid waste management).
 - فرز النفايات.
 - استرداد المواد المستهلكة (كالمواد البلاستيكية أو الزجاجية أو سواها) أو إعادة تدويرها أو بيع نواتج إعادة تدويرها محلياً أو دولياً.
 - إنتاج الكهرباء بواسطة الطاقة الشمسية، أو الطاقة التي تولدها الرياح، أو الطاقة الكهرومائية، أو الطاقة الجيو حرارية (geothermal power) أو الطاقة التي يولدها الوقود الناتج عن معالجة النفايات.
 - إزالة آثار التلوث في البيئة الطبيعية.
 - ممارسة أحد النشاطات المهنية التالية المعدة على سبيل المثال لا الحصر:
 - تقييم الآثار البيئية لمختلف الأنشطة.

- التدقيق البيئي (environmental audits).
- التدقيق الذي يكون موضوعه الطاقة.
- رصد الانبعاثات أو أي رصد بيئي آخر.
- عمل المختبرات المتصل بالرصد البيئي.
- الأبحاث والتطوير في ما يتعلق بالاستهلاك والإنتاج المستدام (sustainable consumption and production) بما في ذلك، إنتاج السلع الأكثر حماية للبيئة (cleaner production)، وفعالية الطاقة (energy efficiency)، والطاقة المتجددة، وإدارة نسبة التلوث (pollution management).
- مساعدة الأشخاص الطبيعيين أو المعنويين على الحد من الآثار البيئية السلبية لأنشطتهم بما في ذلك الحد من استهلاك الطاقة على سبيل المثال لا الحصر.
- وضع أو تطوير خطط لإدارة الطوارئ.
- تصنيع أو بيع الآلات التي لا يمكن استخدامها إلا لأغراض حماية البيئة، كمعدات إعادة التدوير أو معدات مكافحة التلوث، والمعدات المتعلقة بإنتاج الكهرباء بواسطة الطاقة الشمسية أو الطاقة التي تولدها الرياح أو الطاقة الكهرومائية أو الطاقة الجيو حرارية (geothermal power) أو الطاقة التي يولدها الوقود الناتج عن معالجة النفايات؛ تركيب و/أو إصلاح و/أو صيانة هذه الآلات أو المعدات.

لا تعتبر النشاطات التالية من ضمن نشاط الصناعة البيئية:

- أ- إنتاج الكهرباء بأي وسيلة كانت ما عدا الطاقة الشمسية، أو الطاقة التي تولدها الرياح أو الطاقة الكهرومائية أو الطاقة الجيو حرارية (geothermal power) أو الطاقة التي يولدها الوقود الناتج عن معالجة النفايات.
- ب- استخدام المواد المعاد تدويرها (input)، إلا في حال كان الشخص الطبيعي أو المعنوي يقوم بإعادة تدوير هذه المواد ومن ثم يستخدمها.
- ج- النشاط الاقتصادي الذي لا يهدف بذاته إلى حماية البيئة، إلا أنه يتم بطريقة أكثر حماية لها أو يكون له تأثير مفيد عليها. يشمل هذا النشاط على سبيل المثال لا الحصر، الصناعة والزراعة، والنقل وتصميم الأبنية وأعمال البناء.
- د- تصنيع و/أو بيع معدات للتصدير.

٣- الإنفاق الذي يهدف إلى حماية البيئة والمحافظة عليها بصورة مستدامة (sustainable protection expenditures): هي المبالغ التي ينفقها شخص طبيعي أو معنوي بهدف تحقيق جميع المعايير التالية:

- أ- أن يكون الغرض منها حماية البيئة والمحافظة عليها بصورة مستدامة.
- ب- أن لا تكون مصممة بهدف إنتاج الإيرادات أو الأرباح.
- ج- عدم تمويل هذا الإنفاق بصورة مباشرة أو غير مباشرة من صندوق عام، أو بموجب قروض وهبات ممنوحة من مؤسسات دولية أو حكومات أجنبية. وينطبق هذا الشرط على المتعهدين الثانويين.
- د- إن النفقات التي يمكن إدراجها تحت هذا التعريف هي التالية:
 - استهلاك الأصول الثابتة من آلات ومعدات التي يتم استخدامها لأغراض حماية البيئة (capital equipment)، بما في ذلك التجهيزات المعدة لمراقبة الانبعاثات، والآخر البيئي، أو النوعية البيئية.
 - استهلاك التجهيزات العائدة لإنتاج الطاقة الشمسية أو الطاقة التي تولدها الرياح، أو الطاقة الكهرومائية، أو الطاقة الجيو حرارية (geothermal power) أو الطاقة التي يولدها الوقود الناتج عن معالجة النفايات، عندما تكون هذه التجهيزات قد جرى تركيبها بهدف تخفيض استخدام الطاقة المعتمدة على الوقود الأحفوري (Fossil fuel-based).
 - فوائد القروض المخصصة حصراً "لتملك أصول تستخدم في إجراءات حماية البيئة والتي تستوفي المعايير (أ) إلى (ج) من هذا البند (٣).
 - العقود المبرمة مع الغير للصيانة أو تصليح أو استبدال قطع الغيار والمواد، وذلك فقط بالنسبة إلى التجهيزات والمعدات التي تستوفي المعايير (أ) إلى (ج) من هذا البند (٣).
 - عقود مبرمة مع الغير لتقديم الخدمات التالية:
 - تقييم جميع أنواع الآثار البيئية؛

- الكشف البيئي.
- الكشف الذي يكون موضوعه الطاقة.
- رصد الانبعاثات أو أي رصد بيئي آخر.
- عمل المختبرات ذات الصلة بالرصد البيئي.
- الأبحاث والتطوير في ما يتعلق بعملية إنتاج السلع الأكثر حماية للبيئة (cleaner production)، وفعالية الطاقة (energy efficiency)، والطاقة المتجددة، وإدارة نسبة التلوث.
- المساعدة على الحد من الآثار البيئية السلبية لأنشطتهم بما في ذلك الحد من استهلاك الطاقة على سبيل المثال لا الحصر.
- وضع أو تطوير خطط لإدارة الطوارئ.
- أي خدمة تدرج تحت تعريف نشاط الصناعة البيئية.

تستثنى من التعريف الوارد في هذا البند (٣):

- النفقات التي ينتج عنها وفر مالي ناتج عن الحد من استهلاك الطاقة.
- النفقات الناتجة عن أنشطة طارئة نفذت لمعالجة الآثار الناتجة عن حادث بيئي.

- الضرائب: الضريبة على أرباح المهن الصناعية والتجارية وغير التجارية (ضريبة الباب الأول) المنصوص عليها في المرسوم الاشتراعي رقم ١٤٤ تاريخ ١٩٥٩/٦/١٢ وتعديلاته.
- انتهاء مهلة التصريح: الموعد النهائي الأساسي أو الممدد لتقديم التصاريح الضريبية عن أرباح المهن الصناعية والتجارية وغير التجارية (ضريبة الباب الأول).

الفصل الثاني: التخفيضات الضريبية الخاصة بنشاطات الصناعة البيئية

المادة الثانية: معدل التخفيض الضريبي (Tax credit rate)

١- ابتداء من السنة المالية التالية لسنة نفاذ هذا المرسوم، كل شخص طبيعي أو معنوي يمارس أحد نشاطات الصناعة البيئية ويستوفي جميع المعايير والشروط المنصوص عليها في المادة الأولى من هذا المرسوم، يستفيد من تخفيض على ضريبة الدخل المتوجبة على الأرباح المتأتية من ذلك النشاط، وفقاً للجدول والمعدلات التالية:

| | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 50% | من السنة المالية الأولى لغاية السنة المالية الخامسة التي تلي نفاذ جميع القرارات التطبيقية لهذا المرسوم ما عدا القرارات المشار إليها في المادة السادسة، البند ٤. |
| 40% | السنة المالية السادسة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 30% | السنة المالية السابعة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 20% | السنة المالية الثامنة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 10% | السنة المالية التاسعة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه، والسنوات المالية التي تليها. |

٢- في حال ممارسة أحد نشاطات الصناعة البيئية في إطار تنفيذ عقد، يجب لأجل الاستفادة من أحكام البند (١) من هذه المادة، أن يكون هذا العقد قد جرى توقيعه بعد نفاذ القرارات التطبيقية وفقاً للجدول أعلاه. كذلك عندما يتم توقيع العقد بنتيجة عروض أسعار، يجب للغاية ذاتها، أن يكون عرض الأسعار قد حصل بعد نفاذ القرارات التطبيقية وفقاً للجدول أعلاه.

٣- يطبق معدل التخفيض الضريبي tax credit rate المعمول به في السنة المالية التي تتم خلالها ممارسة النشاط المعني.

٤- إن المكلف الذي استفاد من التخفيض الضريبي وفقاً لهذا الفصل، لا يحق له أن يستفيد من التخفيض الضريبي المنصوص عليه في الفصل الثالث من هذا المرسوم، والمتعلق بالنفقات المدفوعة لحماية البيئة ضمن ذات النشاط. كما أنه لا يحق له أن يجمع بين التخفيض الضريبي المنصوص عليه في هذا الفصل والإعفاءات الضريبية المنصوص عليها في المادة (٥) مكرّر من "قانون ضريبة الدخل" أو الإعفاءات المنصوص عليها في القانون رقم ٢٤٨/٢٠١٤ تاريخ ٢٠١٤/٤/١٥ (إعفاء أرباح الصادرات الصناعية اللبنانية المنشأ من ٥٠% من الضرائب المتوجبة عليها).

إن المكلف الذي يمارس نشاط الصناعة البيئية، وأنشطة أخرى، يمكن أن يستفيد من التخفيض الضريبي وفقاً لهذا الفصل الثاني في ما يتعلق بنشاط الصناعة البيئية الذي يقوم به، وأيضاً يستفيد من التخفيض الضريبي وفقاً للفصل الثالث في ما يتعلق بأنشطته الأخرى، في حال استيفائه شروط الاستفادة من كل من التخفيضين.

المادة الثالثة: إجراءات الاستفادة من التخفيض الضريبي

- ١- على كل شخص طبيعي أو معنوي يرغب في الاستفادة من التخفيض الضريبي أن يقوم بالإجراءات التالية:
 - أ- أن يقدم إلى وزارة المالية تصريحه الضريبي الذي يحدّد ضمنه التخفيض الضريبي المستحق له، معتمداً النماذج التي تعدها وزارة المالية وفقاً لقرار يصدر عن وزير المالية.
 - ب- أن يحصل على موافقة من وزارة البيئة بأن النشاط الذي يمارسه يعتبر من نشاطات الصناعة البيئية. يجب تقديم طلب الحصول على هذه الموافقة إلى وزارة البيئة قبل انتهاء مهلة تصريح ضريبة الدخل.
 - ج- أن يعلم وزارة المالية، قبل انتهاء مهلة التصريح، أنه تقدّم بطلب الاستفادة من التخفيض الضريبي إلى وزارة البيئة، مرفقاً بالإعلام جميع التفاصيل والمستندات المتعلقة بتخصيص كل من الإيرادات والنفقات المرتبطة بنشاط أو أنشطة الصناعة البيئية والمفصلة في القرارات التطبيقية الصادرة عن وزير المالية.
 - د- في حال صرح المكلف عن الضريبة المتوجبة، قبل صدور قرار وزارة البيئة بشأن طلب الاستفادة من التخفيض الضريبي، يمكن له أن يصرح وكأنه حصل على الموافقة المطلوبة.
- ٢- يجب أن تتضمن طلبات الاستفادة من التخفيض الضريبي المقدمة إلى وزارة البيئة ما يلي:
 - أ- تحديد جميع النشاطات التي يمارسها المكلف والتي يمكن أن تستفيد من التخفيض الضريبي،
 - ب- وصف للأعمال المنفذة من خلال كل نشاط،
 - ج- تقديم المستندات التي تثبت أن النشاط أو النشاطات المشار إليها تدخل ضمن مفهوم نشاط الصناعة البيئية المحدّد في المادة الأولى من هذا المرسوم.
- ٣- تحدّد القرارات التطبيقية الصادرة عن وزير البيئة التفاصيل المتعلقة بالمستندات الواجب إرفاقها. يصدر عن وزير البيئة قراراً معللاً بالرفض أو بالموافقة كلياً أو جزئياً على الطلب.
- على وزارة البيئة أن تثبت بطلب الاستفادة من التخفيض الضريبي خلال مهلة أقصاها ١٥٠ يوماً من تاريخ تقديمه وإلا اعتبر طلب التخفيض الضريبي موافق عليه ضمناً.
- يحدّد بقرار من وزير البيئة الألية الواجب اتباعها ضمن وزارة البيئة لدرس طلبات الاستفادة من التخفيض الضريبي في ما يتعلق بنشاطات الصناعة البيئية.
- ٤- يتوجب على مقدّم الطلب التقيد بالإجراءات التالية عندما يتخذ وزير البيئة قراره بشأن طلب الاستفادة من التخفيض الضريبي:
 - أ- في حال الموافقة على الاستفادة من التخفيض الضريبي كلياً، بصورة فعلية أو ضمنية وفقاً للفقرة رقم ٣ من هذه المادة، عليه أن يبرز هذه الموافقة إلى وزارة المالية، وأن يرفق بها المستندات الأخرى التي تحدّد بموجب قرار يصدر عن وزير المالية.
 - ب- في حال عدم موافقة وزارة البيئة، عليه تقديم تعديل لتصريح ضريبة الدخل وفقاً لأحكام المادة ٤٠ من قانون الإجراءات الضريبية وتسديد الغرامات في حال توجبها.
 - ج- في حال الموافقة على الاستفادة من التخفيض الضريبي جزئياً، عليه تقديم تعديل لتصريح ضريبة الدخل وفقاً لأحكام المادة ٤٠ من قانون الإجراءات الضريبية وتسديد الغرامات في حال توجبها.

على المكلف المعني أن يبرز لوزارة المالية قرار وزير البيئة بالموافقة الفعلية أو الضمنية، الكلية أو الجزئية، وذلك خلال مهلة ستة أشهر من انتهاء مهلة التصريح وإلا اعتبر طلب التخفيض مرفوضاً وبالتالي يتم إعادة احتساب الضريبة من قبل الإدارة الضريبية والتكليف بها مع الغرامات القانونية المنصوص عليها في المادة ١١٠ من قانون الإجراءات الضريبية وغرامة التأخير في تسديد الضريبة المنصوص عليها في المادة ٥٥ من القانون نفسه.

وفي جميع الأحوال يمكن لوزارة المالية تعديل قيمة التخفيض الضريبي الموافق عليه من جانب وزارة البيئة في حال وجود أسباب موجبة لذلك.

الفصل الثالث:

التخفيضات الضريبية الخاصة بالإتفاق الهادف إلى حماية البيئة والمحافظة عليها بصورة مستدامة

المادة الرابعة: معدل التخفيض الضريبي

١- ابتداء من أول السنة التالية لسنة نفاذ هذا المرسوم، كل شخص طبيعي أو معنوي تكبد نفقات ترمي إلى حماية البيئة والمحافظة عليها بصورة مستدامة، يستفيد من تخفيض على ضريبة الدخل وفقاً للفرقتين التاليتين، أيهما أقل:

- أ- ١٥ في المئة من قيمة الاتفاق الهادف إلى حماية البيئة والمحافظة عليها بصورة مستدامة كما هو محدد في المادة الأولى البند (٣) من هذا المرسوم.
- ب- نسبة من ضريبة الدخل على أرباح المهن الصناعية والتجارية وغير التجارية وفقاً للجدول والمعدلات التالية:

| | |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 50% | من السنة المالية الأولى لغاية السنة المالية الخامسة التي تلي نفاذ جميع القرارات التطبيقية لهذا المرسوم ما عدا القرارات المشار إليها في المادة السادسة، البند ٤ |
| 40% | السنة المالية السادسة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 30% | السنة المالية السابعة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 20% | السنة المالية الثامنة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 10% | السنة المالية التاسعة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه، والسنوات المالية التي تليها. |

- ٢- يجب أن يكون الإنفاق حاصلًا وتمّ الإلتزام أو التعاقد بشأنه، بعد نفاذ القرارات التطبيقية وفقاً للجدول أعلاه.
- ٣- يطبق معدل التخفيض الضريبي المعمول به وفقاً للجدول المذكور أعلاه، في السنة المالية التي تمّ خلالها تكبد النفقات الهادفة إلى حماية البيئة والمحافظة عليها بصورة مستدامة.
- ٤- إن المكلف الذي استفاد من التخفيض الضريبي وفقاً لهذا الفصل، لا يحق له أن يستفيد من التخفيض الضريبي المنصوص عليه في الفصل الثاني من هذا المرسوم، والمتعلق بنشاطات الصناعة البيئية ضمن ذات النشاط. كما أنه لا يحق له أن يجمع بين التخفيض الضريبي المنصوص عليه في هذا الفصل والإعفاءات الضريبية المنصوص عليها في المادة (٥) مكرّر من "قانون ضريبة الدخل" أو الإعفاءات المنصوص عليها في القانون رقم ٢٤٨ تاريخ ٢٠١٤/٤/١٥ (إعفاء أرباح الصادرات الصناعية الليبانية المنشأ من ٥٠% من الضرائب المتوجبة عليها).

المادة الخامسة: إجراءات الاستفادة من التخفيض الضريبي

- ١- على كل مكلف يرغب في الاستفادة من التخفيض الضريبي، أن يقوم بالإجراءات التالية:
 - أ- أن يقدم إلى وزارة المالية تصريحه الضريبي الذي يحدّد ضمنه التخفيض الضريبي المستحق له، معتمداً النماذج التي تعدها وزارة المالية وفقاً لقرار يصدر عن وزير المالية.
 - ب- أن يحصل على موافقة من وزارة البيئة، تتضمن تفاصيل المبالغ التي يثبت أنها أنفقت بهدف حماية البيئة حسب التعريف الوارد في المادة الأولى من هذا المرسوم. يجب تقديم طلبات منح هذه الموافقة إلى وزارة البيئة قبل انتهاء مهلة تصريح ضريبة الدخل.

- ج- أن يعلم وزارة المالية، قبل انتهاء مهلة التصريح، أنه تقدم بطلب الاستفادة من التخفيض الضريبي إلى وزارة البيئة، مرفقاً بالإعلام جميع التفاصيل والمستندات المتعلقة بالنفقات موضوع التخفيض والمفصلة في القرارات التطبيقية الصادرة عن وزير المالية.
- د- في حال صرح المكلف عن الضريبة المتوجبة، قبل صدور قرار وزارة البيئة بشأن طلب الاستفادة من التخفيض الضريبي، يمكن له أن يصرح وكأنه حصل على الموافقة المطلوبة.
- ٢- يجب أن تتضمن طلبات الموافقة المقدمة إلى وزارة البيئة ما يلي:
- أ- تحديد طبيعة وقيمة جميع النفقات التي تكبدها المكلف والتي يمكن أن يستفيد منها من التخفيض الضريبي
 - ب- تقديم المستندات التي تثبت أن الاتفاق أو النفقات المشار إليها أعلاه تدخل ضمن النفقات التي تهدف إلى حماية البيئة والمحافظة عليها بصورة مستدامة، المعرف عنها في المادة الأولى من هذا المرسوم.
 - ج- تحدد المستندات المنوّه عنها أعلاه بموجب قرار يصدر عن وزير البيئة.
 - د- يصدر عن وزير البيئة قراراً معللاً بالموافقة كلياً أو جزئياً على الطلب.
- ٣- على وزارة البيئة أن تبتّ بطلب الاستفادة من التخفيض الضريبي خلال مهلة أقصاها ١٥٠ يوماً من تاريخ تقديمه وإلا اعتبر طلب التخفيض الضريبي موافق عليه ضمناً.
- يحدد بقرار من وزير البيئة الآلية الواجب اتباعها ضمن وزارة البيئة لدرس طلبات الاستفادة من التخفيض الضريبي في ما يتعلق بنشاطات الصناعة البيئية.
- ٤- يتوجب على مقدم الطلب التقيد بالإجراءات التالية عندما يتخذ وزير البيئة قراره بشأن طلب الاستفادة من التخفيض الضريبي:
- أ- في حال الموافقة على الاستفادة من التخفيض الضريبي كلياً، بصورة فعلية أو ضمنية وفقاً للفقرة رقم ٣ من هذه المادة، عليه أن يبرز هذه الموافقة إلى وزارة المالية، وأن يرفق بها المستندات الأخرى التي تحدد بموجب قرار يصدر عن وزير المالية.
 - ب- في حال عدم موافقة وزارة البيئة، عليه تقديم تعديل لتصريح ضريبة الدخل وفقاً لأحكام المادة ٤٠ من قانون الإجراءات الضريبية وتسديد الغرامات في حال توجبها.
 - ج- في حال الموافقة على الاستفادة من التخفيض الضريبي جزئياً، عليه تقديم تعديل لتصريح ضريبة الدخل وفقاً لأحكام المادة ٤٠ من قانون الإجراءات الضريبية وتسديد الغرامات في حال توجبها.
- على المكلف المعني أن يبرز لوزارة المالية قرار وزير البيئة بالموافقة الفعلية أو الضمنية، الكلية أو الجزئية، وذلك خلال مهلة ستة أشهر من انتهاء مهلة التصريح وإلا اعتبر طلب التخفيض مرفوضاً وبالتالي يتم إعادة احتساب الضريبة من قبل الإدارة الضريبية والتكليف بها مع الغرامات القانونية المنصوص عليها في المادة ١١٠ من قانون الإجراءات الضريبية وغرامة التأخير في تسديد الضريبة المنصوص عليها في المادة ٥٥ من القانون نفسه.
- وفي جميع الأحوال يمكن لوزارة المالية تعديل قيمة التخفيض الضريبي الموافق عليه من جانب وزارة البيئة في حال وجود أسباب موجبة لذلك.

المادة السادسة: أحكام إضافية

- أ- على مقدم طلب الاستفادة من التخفيض الضريبي سنداً للمادة الخامسة أعلاه، أن يرفق بطلبه المقدم إلى وزارة البيئة البيانات التالية، إلا إذا كان قد قدمها سابقاً إلى وزارة البيئة:
- أ- البيانات المتعلقة بالمستويات الحالية للانبعاثات الصادرة من المصنع أو المنشآت التابعة له، والتي من أجل تخفيضها تم إنفاق الأموال
- ب- مستويات الانبعاثات المتوقعة بعد دفع هذه النفقات، إذا كان من المتوقع أن تنبذل هذه المستويات.
- ٢- تطبق هذه البيانات على جميع الانبعاثات الصادرة من المصنع أو المنشآت التابعة له، وهي ليست محصورة بتلك التي ستخفف من خلال النفقات الخاضعة للتخفيض الضريبي.
- ٣- لا يمكن الاستفادة من التخفيض الضريبي في حال عدم تقديم هذه البيانات.
- ٤- تحدد بموجب قرار يصدر عن وزير البيئة التفاصيل المتعلقة بتقديم هذه البيانات.

الفصل الرابع: تخفيض الرسوم الجمركية على السلع المفيدة للبيئة

المادة السابعة: معدل تخفيض الرسوم الجمركية

١- فور نفاذ هذا المرسوم، يمكن لأي شخص طبيعي أو معنوي يستورد تجهيزات أو معدات أو لوازم لاستخدامها لتفادي أو تقليص أو القضاء على أي شكل من أشكال التلوث كما وبمعالجة النفايات وإعادة تصنيعها واستعمالها، أن يحصل على تخفيض على الرسوم الجمركية على هذه التجهيزات أو المعدات أو اللوازم وفقاً للجدول التالي:

| | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 50% | من السنة المالية الأولى لغاية السنة المالية الخامسة التي تلي نفاذ جميع القرارات التطبيقية لهذا المرسوم ما عدا القرارات المشار إليها في المادة السادسة، البند ٤. |
| 40% | السنة المالية السادسة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 30% | السنة المالية السابعة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 20% | السنة المالية الثامنة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه. |
| 10% | السنة المالية التاسعة التي تلي نفاذ جميع القرارات التطبيقية المذكورة أعلاه، والسنوات المالية التي تليها. |

يجب، للاستفادة من التخفيض على الرسوم الجمركية، أن تكون التجهيزات أو المعدات أو اللوازم المطلوبة قد تم شحنها بعد تاريخ نفاذ القرارات التطبيقية وفقاً للجدول أعلاه. يطبق معدل التخفيض الساري المفعول بتاريخ تخليص هذه التجهيزات أو المعدات أو اللوازم من إدارة الجمارك.

٢- يطبق التخفيض على الرسوم الجمركية على جميع التجهيزات والمعدات واللوازم والتكنولوجيا، التي تستعمل للغايات الواردة أدناه على سبيل المثال لا الحصر:

- تفادي أو تقليص أو القضاء على أي شكل من أشكال التلوث، على أن تشمل هذه السلع التجهيزات التالية:
 - المعدّدة على سبيل المثال لا الحصر:
 - التجهيزات المعدة لرصد الانبعاثات أو الأثر البيئي أو نوعية البيئة.
 - التجهيزات المعدة لإنتاج الكهرباء بواسطة الطاقة الشمسية، أو الطاقة التي تولدها الرياح، أو الطاقة الكهرومائية، أو الطاقة الجيو حرارية (geothermal power) أو الطاقة التي يولدها الوقود الناتج عن معالجة النفايات، عندما يتم تركيب هذه التجهيزات للحد من استخدام المستثمر للطاقة التي يولدها الوقود الأحفوري (fossil fuel-based power).
 - التجهيزات المعدة لتصنيع آلات يمكن استعمالها فقط لأغراض حماية البيئة، في حال تم بيع هذه الآلات لاستخدامها داخل الأراضي اللبنانية.
 - معالجة النفايات، سواء عن طريق تجميع، أو فرز، أو تكرير، أو التخلص من، أو إعادة استعمال المياه المبتذلة (Gray water)، أو مياه الصرف الصحي (sewage) أو الوحل (sludge) أو النفايات الصلبة، أو بقايا من إدارة النفايات الصلبة (byproducts of solid waste management).
 - إعادة تدوير أو إعادة استعمال النفايات.
- إن هذا التعريف للسلع التي تستفيد من التخفيض على الرسوم الجمركية، يشمل التجهيزات والمعدات واللوازم وسواها التي تستوفي الشروط والمعايير المنصوص عليها في الفقرات (أ) أو (ب) أو (ج) من البند (٢) من هذه المادة السابعة والتي يتم استيرادها بهدف إعادة بيعها في لبنان.

٣- تمتثل من التخفيض على الرسوم الجمركية:

- السلع المستوردة، من تجهيزات أو معدات أو لوازم أو سواها، المعاد تدويرها، في حال عدم استيفائها الشروط والمعايير المحددة في البند (٢) من هذه المادة.
- السلع، من تجهيزات أو معدات أو لوازم أو سواها، الممولة بصورة مباشرة أو غير مباشرة من صندوق عام، أو بموجب قروض وهبات ممنوحة من مؤسسات دولية أو حكومات أجنبية. وينطبق هذا الشرط على المتعهدين الثانويين.

المادة الثامنة: إجراءات الاستفادة من تخفيض الرسوم الجمركية

- ١- يتقدم الشخص الطبيعي أو المعنوي الذي يرغب في الاستفادة من التخفيض على الرسوم الجمركية، بطلب إلى وزارة البيئة للحصول على الموافقة المبدئية على اعتبار السلع المستوردة تدخل ضمن التجهيزات أو المعدات أو اللوازم المحددة في البند (٢) و (٣) من المادة السابعة.
- ٢- لأجل الحصول على تخفيض الرسوم الجمركية، على مقدم طلب الموافقة أن يرفق بطلبه وصف وكلفة التجهيزات أو المعدات أو اللوازم المستوردة.

تحدد بموجب قرار يصدر عن وزير البيئة تفاصيل المستندات الواجب ارفاقها بطلبات الموافقة.

٣- ترسل وزارة البيئة إلى مقدم الطلب خلال أسبوع يلي تاريخ تسجيل الطلب لديها، كتاباً تفيد بموجبه أن الطلب قيد الدرس. يتخذ وزير البيئة خلال مهلة أقصاها ١٥٠ يوماً من تاريخ تسجيل الطلب في قلم الوزارة، قراراً بالموافقة أو برّد طلب التخفيض، وإلا اعتبر طلب تخفيض الرسوم الجمركية موافق عليه ضمناً. وفي حال الرفض يجب أن يكون القرار معللاً. على وزارة البيئة أن ترسل إلى وزارة المالية مديرية الجمارك العامة، إخطاراً بالموافقة النهائية على قبول أو رفض التجهيزات أو المعدات أو اللوازم. تحدد بموجب قرار يصدر عن وزير البيئة آلية درس هذه الطلبات.

٤- عند وصول التجهيزات أو المعدات أو اللوازم إلى إدارة الجمارك اللبنانية، تطبق الإجراءات التالية:

- أ- بتاريخ إجراء معاملات التخليص الجمركي، إذا كانت الموافقة قد صدرت عن وزير البيئة، يبرز مقدم الطلب الموافقة ويدفع الرسوم الجمركية المخفضة، بحسب السنة المالية التي تم خلالها الاستيراد حسب الجدول الوارد أعلاه.
 - ب- إذا كان طلب الموافقة لا يزال قيد الدرس لدى وزارة البيئة، يبرز مقدم الطلب إلى إدارة الجمارك كتاب وزارة البيئة الذي يفيد أن طلب الحصول على الموافقة على التخفيض الجمركي هو قيد الدرس، ويدفع الرسوم الجمركية كاملة حيث تفيد إدارة الجمارك نسبة الرسوم المخفضة في حساب التأمين ويحوّل القسم المتبقي من الرسوم المتوجبة إلى إيراد قطعي:
- ١- عند الحصول لاحقاً على الموافقة من وزارة البيئة، يطلب مقدم الطلب من إدارة الجمارك إعادة فرق الرسوم المدفوعة.
 - ٢- إذا لم يتقدم صاحب العلاقة بطلب إعادة فرق الرسوم قبل ٣١ كانون الأول من السنة الرابعة بعد السنة التي جرى فيها دفع كامل الرسوم الجمركية، يسقط حقه باستعادة الفرق.
 - ٣- في حال ردّ طلب التخفيض تحوّل مديرية الجمارك العامة التأمين إلى إيراد قطعي.

الفصل الخامس: أحكام مختلفة

المادة التاسعة:

في حال حصول الشخص الطبيعي أو المعنوي على موافقة بالاستفادة من التخفيض الضريبي، عليه أن يبقى ملتزماً بأحكام هذا المرسوم والقرارات التطبيقية المتعلقة به. ويحق لوزارة البيئة أن تنفذ مركز نشاطه في أي وقت لضمان الالتزام.

المادة العاشرة:

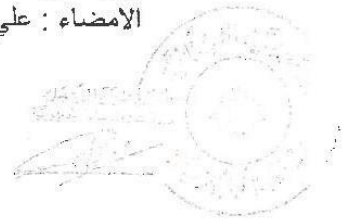
يعمل بهذا المرسوم فور نشره في الجريدة الرسمية.

بعيدا في ١٧ شباط ٢٠١٧
الامضاء : ميشال عون

صدر عن رئيس الجمهورية
رئيس مجلس الوزراء
الامضاء : سعد الدين الحريري

وزير البيئة
الامضاء : طارق الخطيب

وزير المالية
الامضاء : علي حسن خليل



Annex 15 - Examples of Tax Incentives for Charitable Giving in Europe (3rd Implementation Meeting)



Examples of Tax Incentives for Charitable Giving in Europe January 2020

INTRODUCTION

Tax incentives can have a major impact on charitable giving and the overarching culture of philanthropy within a nation. It's not simply a case of any tax relief being a financial incentive to those that donate but providing a strong and coherent message that the Government recognizes the key role of charities and non-profits, encouraging the public to donate.

While the large majority of European nations offer tax incentives to encourage charitable giving, there is a huge amount of variance in terms of the type of incentive available, how it is allocated and any restrictions that apply.

KEY FINDINGS

- Individual and corporate giving incentives vary considerably from nation to nation.
 - Almost all nations 15/16 give businesses tax relief on donations.
 - Pre tax deduction is the most common model for tax incentives on giving.
 - Only Sweden and Finland have no mainstream tax incentives in place for charitable donations from individuals and corporates although Finland does offer a limited scheme that enables the public to benefit from tax relief when giving to select science or arts universities in the EU.
 - In Austria, tax incentives are currently restricted to just a few causes (predominantly fire brigades, donations to social causes, science, conservation and the arts).
 - Meanwhile in Slovenia, although individuals and corporates can choose from a wide array of charitable causes when giving tax -effectively, they can only allocate 0.5% of their income tax to good causes each year.
 - In Italy, an assortment of tax incentive schemes is available, depending on the cause or type of charitable organization donated to.
 - The UK offers what may be perceived as the most inclusive scheme, with no minimum donation or cap on charitable gifts through Gift Aid and no restriction by cause. A similar scheme exists in Ireland.
-
- All nations in Europe, with the exception of Sweden, encourage corporate donations by offering a tax incentive. It is also noted that some additional state-funded incentives exist to encourage businesses to donate.
 - There is some variance in the restrictions that apply to tax-effective corporate giving. This ranges from Slovenia where only 0.3% of corporate income tax can be donated to charity annually (with an additional 0.2% available on gifts to select causes), to the UK where companies could potentially deduct 100% of their taxable income against donations made.

Pre-tax deductions are the most common incentive model

- Tax deduction schemes are in place in 9 of the 14 European nations offering tax incentives on donations, which include Austria, the Czech Republic, Germany, Italy (which also offers tax credits), Netherlands and Switzerland. Tax deductions are also facilitated through the percentage allocation schemes in Slovakia and Slovenia, where a fixed percentage of income tax can be donated directly to charity from a tax return or statement.
- Meanwhile, donors in Belgium, France, Italy, Norway and Spain can claim a tax credit against the value of their donations.
- Grossed up donation models are unique to Ireland and the UK. This set-up enables charities to reclaim all or some of the tax paid by a donor on their gift, increasing its value. While the payment to charity is a tax credit, the UK Gift Aid model is a hybrid scheme, which also offers a tax deduction for higher rate taxpayers.

Tax incentives typically benefit the donor

- In most cases, it is the donor that gains the tax benefit. And yet, in both the UK and Ireland, the primary tax benefit on individual donations goes to the charity. However, higher rate taxpayers in the UK also have a tax benefit through the Gift Aid scheme. They can reclaim the difference between the higher level of tax they have paid and the standard amount claimed by the charity. Some such taxpayers choose to keep this tax deduction for themselves, while others donate it to charity.
- In contrast, when it comes to corporate donations in Ireland and the UK, it is the business – not the charity – that will benefit from the tax incentive (corporate tax relief). And if UK donors give directly from their pay (Payroll Giving) or donate gifts of land, property or shares, they will gain the full tax relief for themselves.

Capped and minimum donation levels

- With the exception of the UK, all tax deductions are limited either through a cap or fixed percentage scheme, however the level at which the cap comes in varies. Often the tax relief allowance can be rolled over into subsequent years.
- Ireland offers a particularly high cap of €1,000,000 on tax-effective donations, however the majority of nations cap tax relief at 10-20% of taxable income. This includes Italy, however there is some variance depending on the particular incentive scheme in play.
- In Slovenia and Slovakia, tax relief is capped through the percentage allocation scheme, while Norway caps tax-effective donations at a set sum of 40,000 NOK (or around EUR 4,200).
- Half of the nations that offer tax incentives (7 out of 14) apply a minimum sum at which donations become eligible for tax relief, this is typically a low baseline (under EUR 100 annually), with the exception of Ireland, where a minimum donation of EUR 250 is required.

Execution of tax incentives

- Charities' involvement in the execution of the tax incentive schemes vary significantly. Within the 14 nations that offer tax incentives on giving, the large majority must either provide details of the donors and donations they have received to the tax authorities or submit receipts to donors.
- It is only charities in Slovakia, Slovenia and the Netherlands that are not required to provide any information (to the tax authority or to donors themselves) to process the incentive. Slovakia and Slovenia both operate a percentage allocation scheme, with the donation and tax benefit being allocated to the charity by the tax office when the donor completes his/her tax return. Therefore, the tax office already has information about donations and it is charities that are often in the dark about the source of their giving.
- Charities in six European nations are formally required to provide information about donors or the donations they have received to the tax authorities. This includes the UK and Ireland where charities must file a tax claim in order to access the tax payment for themselves. In the UK, the charity is not typically required to provide information to support a higher rate taxpayer's claim for additional tax relief.
- Charities in the remaining five nations are only required to provide donation receipts or statements to supporters, giving them evidence to support their claim for a tax relief or payment. In Germany, receipts are only required on donations exceeding EUR 200.

TAX-EFFECTIVE GIVING BY NATION - SUMMARY PROFILES

- In Austria, companies benefit from a tax deduction of up to 10% of the last year's taxable income on gifts to eligible charities and/or foundations.
- In Belgium, Corporate donations are tax deductible up to 5% of the total net income of the taxable period or EUR 500,000.
- In Czech Republic, Companies can also exempt donations to registered charities up to the total value of 5% of their taxable income.
- In Finland, companies are eligible to claim a tax deduction on donations beneath the threshold of EUR 850.
- In France, charities provide a tax receipt of donations, but do not need to submit information about donations to the tax authority unless verification is sought. Companies can deduct 60% of the value of their gift from corporation tax up to a maximum of 0.5% of their annual turnover.
- In Germany, corporates can deduct up to 20% of their pre-tax income as a donation to any nonprofit organization, so long as it is recognized by the tax office. There is little administrative burden for charities, with donors requiring receipts only on donations exceeding EUR 250 and no formal interaction required between charities and the tax office. Donor surveys indicate that over a third (37%) of taxpayers donate in this way.

TAX-EFFECTIVE GIVING BY NATION - SUMMARY PROFILES

- Both the Irish and UK tax incentive schemes gross up the value of donations, enabling charities to benefit from the tax that supporters have already paid on their gift. Charities must file letters of donor consent with the tax department and companies claim the tax benefit for themselves. With no minimum donation or cap for Gift Aid donations, CAF's UK Giving 2018 report indicates that half of all UK donors currently use the scheme. Companies using the scheme gain the tax benefit for themselves, deducting charitable donations from their taxable income.
- Several tax incentive schemes exist in Italy, with different structures and benefits available depending on the cause or type of charitable organization. This includes tax deductions on gifts to charitable organisations qualifying as ONLUS (Organizzazioni non lucrative di utilità sociale), the Art Bonus scheme, which offers the public a 65% tax credit against the cost of donations to arts or cultural institutions, a social bonus scheme for public buildings, gifts to schools (School Bonus), universities and scientific research. The limits vary according to the particular incentive scheme, but for general donations, corporate can give up to 10% of their taxable income.
- In the Netherlands, donors can deduct the value of their donations from their taxable income, so long as the charity is registered as a public benefit organization. Currently the scheme is used by about 8% of taxpayers. Charities are not required to submit information to the tax authorities about donations received. Companies are entitled to deduct the annual value of their gifts up to a maximum of 50% of their annual profit/revenues.

TAX-EFFECTIVE GIVING BY NATION - SUMMARY PROFILES

- Tax-effective giving in Norway has more than doubled since 2005, with almost 3.5 billion Norwegian krone (NOK) donated in this way in 2015. Corporates who donate 500-40,000 NOK to charity annually are eligible for a tax deduction against the value of those donations. Charities are required to register for approval to receive such gifts and must submit details of donations to the tax authorities (with donors' permission) in order for them to access the tax break.
- Slovakia abolished its former tax deduction scheme in 2004, replacing it with a percentage allocation scheme, as is the case in some other Central and Eastern European nations. Through the current scheme, corporates can allocate 1-2% of their income tax to a non-profit organization (or 3% if they have volunteered over 40 hours of their time during the previous year) directly from their tax return, and over a third (35%) of companies donate in this way. Further incentives exist for companies that donate to sports organisations..
- As is the case in Slovakia, a fixed percentage allocation scheme exists in Slovenia, but at a lower level. Companies can give 0.5% of their taxable income to public benefit organisations, and an additional 0.2% if the donation is for cultural organisations or disaster relief.

TAX-EFFECTIVE GIVING BY NATION - SUMMARY PROFILES

- The Spanish corporates can claim a tax credit of 30% of the value of their donations. However, a tax deduction of 75% applies to the first EUR 150 donated from supporters who have given for the past three years or more. Tax relief is capped at 10% of the taxable income. In order for donors to access the tax payment, charities must submit details of the donations received to the Ministry of Finance.
- Corporate donors in Switzerland are eligible for tax deductions on cash and the value of other donations given (including property, intellectual property and more), providing they have given more than 100 Swiss Francs (EUR 85) during the year. Tax relief is capped at 20% of taxable income and applies on gifts to all recognized charitable organisations. Charities simply provide donors with a statement of donations made during the previous year, which they can file with the tax authorities. It is estimated that 25% of taxpayers use the system.

Annexe 16: Résumé substantiel de la recherche

Le développement de la coopération entre les ONGs et ses enjeux:

Recherche exploratoire au Liban

Cette recherche explore la coopération entre les organisations non-gouvernementales opérant au Liban. Dans un contexte de besoins sociétaux croissants et diminution de ressources disponibles, les ONGs sont appelées à coopérer ensemble pour améliorer leur impact et l'efficacité d'utilisation de leurs ressources. La méthodologie adoptée est celle d'une recherche intervention socio-économique pour étudier la coopération et sa relation avec l'amélioration des performances. Les résultats suggèrent que les dysfonctionnements intra-organisationnels sont des antécédents des dysfonctionnements de coopération et qu'une coopération réussie améliorerait les performances organisationnelles. Ce résumé est rédigé selon les lignes principale du manuscrit principal, à commencer par l'objectif de la recherche et le cadre théorique mobilisé, la méthodologie adoptée, puis les résultats de terrain.

Objectif : L'influence de la société civile à l'échelle mondiale va dans le sens croissance. Cela survient en réponse aux besoins croissants de la société et l'incapacité des gouvernements et des marchés à y répondre (Schwarz et Fritsch, 2014; Edwards, 2014). Parallèlement aux besoins sociaux croissants, l'évolution rapide des environnements sociétaux et la raréfaction des financements menacent la pérennité des organisations de la société civile (Battistella, 2015). Le même phénomène est observable au Moyen-Orient, et en particulier pour les organisations non gouvernementales (ONG) libanaises. Des préoccupations concernant les performances et la durabilité des ONGs libanaises sous-tendent leur influence croissante. L'érosion de leur crédibilité envers le public et les bailleurs de fonds vient s'ajouter aux défis de ces dernières. Elle est dû à la fragmentation excessive de la société civile. La fragmentation est considérée comme source de diversité, de proximité et d'accès, de démocratisation et d'efficacité. Cependant, cela entraîne également des conflits et des inefficacités, et par conséquence

la perte de crédibilité et de légitimité envers les parties-prenantes. De ce fait, l'articulation de l'action et la coopération entre les ONGs est considérée à la fois nécessaire pour leur durabilité et fondamental pour une communauté stable (Cohen et Arato, 1992). Cependant, la coopération n'est pas un phénomène naturel (Girard, 2015; Hatchuel, 2000). Les difficultés dans la coopération interorganisationnelle proviennent d'un fonctionnement asynchrone, de la concurrence pour les fonds disponibles et celle de la visibilité, et de divergences saillantes entre les valeurs fondamentales et intérêts individuels des organisations avec les objectifs communs (Barclay et Van Vugt, 2015; Hilbe, Šimsa, Chatterjee et Nowak, 2018). Dans cette perspective, les tentatives multiples de coopération entre ONGs libanaises ont abouti à des résultats de courte durée, ou bien à l'échec et la dissolution.

Par ailleurs, la coopération entre les entités de la société civile est un domaine d'intérêt récent pour la recherche en management. Plus précisément, la littérature concernant la coopération entre ONGs libanaises et moyen-orientales reste limitée. Cette recherche est conçue pour révéler les dysfonctionnements dans coopération entre les ONGs libanaises et pour étudier les effets d'une amélioration de celle-ci sur la performance organisationnelle.

Le cadre théorique a été délimité inductivement. Il mobilise des théories portant sur des aspects particuliers de la coopération organisationnelle. La théorie de la société civile comme sphère publique introduit la notion d'inclusivité (Edwards, 2014, Gladwell, 2008; Van Maanen et Barley, 1982). L'inclusivité, élément essentiel de toute entreprise de développement organisationnel, superpose la notion de responsabilisation - empowerment- individuelle à celle de l'intelligence collective. La théorie de l'évolution de la coopération introduit les notions de délibération active et de tolérance aux dissidences dans la sphère publique. Elles se projettent par des mécanismes de communication et de réciprocité (Axelrod et Hamilton, 1981; Axelrod, 1987; Axelrod, 2006). Ces notions sont incluses dans celles de délibération collective et l'environnement organisationnel de négociation et de contractualisation circonscrits par la théorie socio-économique (Savall, 1974, 2010; Savall & Zardet, 2008). La notion concernant l'interactivité des structures et comportements, et portée par la théorie socio-économique, fait écho celle de dualité de structure et d'agence humaine portée par la théorie de la structuration (Giddens, 1983, 1984). La primauté du potentiel humain pour

réussir une coopération est partagée par les théories de développement organisationnel en général, et la théorie socio-économique. Cette dernière reste distinctive dans l'évocation des dysfonctionnements omniprésents dans toute entreprise humaine, et la tentative de les quantifier en coûts cachés.

Le cadre conceptuel qui oriente cette recherche adopte une perspective de développement organisationnel, en particulier sous l'angle de la théorie socio-économique. Il intègre les théories de la société civile comme sphère publique, de structuration, de l'évolution de la coopération, pour transformer la coopération interorganisationnelle. Ce cadre théorique comble une lacune dans la théorie qui recoupe le développement organisationnel et la coopération interorganisationnelle, en particulier celle de la coopération entre les organisations non gouvernementales au Liban. Le cadre reflète une transformation de la coopération interorganisationnelle inscrite dans le temps et sa relation avec le fonctionnement intra-organisationnel. Le cadre théorique est illustré par le tableau suivant.

Table 1: Main concepts and theoretical frameworks

| Frame-works Concepts | <u>Civil society as public sphere</u> | <u>Evolution of cooperation</u> | <u>Structuration theory</u> | <u>Organizational development</u> | <u>Socio-economic theory</u> |
|-------------------------------------|---------------------------------------|-----------------------------------------------|---------------------------------|-----------------------------------|----------------------------------------------|
| Empowerment | Inclusivity | | | Collective intelligence | Individual empowerment |
| Concertation | Active deliberation | Active communication | | | Active concertation |
| Contractualization | Tolerance for dissent | Reciprocity/Reward and retaliation mechanisms | | | Contractual / Negotiation |
| Duality of structures and behaviors | | | Duality of structure and agency | | Interaction between structures and behaviors |
| Human potential | | | | Human potential | Hidden infrastructure |
| Hidden costs | | | | | Dysfunctions and hidden costs |

Méthodologie : La méthodologie adoptée est celle d'une recherche intervention. Essentiellement inductive, elle est conçue pour accompagner activement des organisations non-gouvernementales opérant au Liban par un travail de terrain élaboré. Le but de la recherche est de découvrir les problèmes de coopération entre les ONGs et

leur relation avec la performance organisationnelle. L'autre but de la recherche est d'accompagner les acteurs dans la prescription de solutions aux problèmes identifiés. La recherche intervention est un paradigme générique qui s'est développé à partir d'une longue expérience cumulative basée sur la méthodologie qualimétrique. C'est une science du design qui cherche à comprendre et à changer les systèmes humains. Elle joint par son épistémologie intégrée, méthodologie opérationnelle et fondements philosophiques. La conception de recherche robuste ainsi fournie, viens alors ajouter de la rigueur et de la généralisation au constructivisme, et de la pertinence au post-positivisme. Les principes épistémologiques sont l'interactivité cognitive, l'intersubjectivité contradictoire et la contingence générique qui se succèdent à travers les outils, les méthodes et les artefacts utilisés tout au long de la recherche (Savall et Zardet, 2011).

La population cible est formée de 15 organisations représentant la diversité du paysage des ONGs en opération sur le sol libanais. La recherche a mis en évidence les dysfonctionnements de la coopération avec les ONG, leurs causes profondes et des solutions proposées par les acteurs. Un engagement soutenu de 5 de ces ONGs a permis la mise en œuvre des solutions prescriptives, dont 2 d'entre-elles ont hébergé une recherche intra-organisationnelle approfondie.

L'hypothèse centrale guidant cette intervention a proposé que les dysfonctionnements dans la coopération avec les ONG soient omniprésents et qu'il existe des relations entre l'amélioration de la coopération interorganisationnelle et la performance intra-organisationnelle. L'hypothèse centrale a été décomposée en plusieurs hypothèses. Ils ont été révélés au cours de la recherche interorganisationnelle dans le cadre de constatations diagnostiques et normatives. Ils ont ensuite été comparés aux résultats intra-organisationnels. La population effective objet de cette recherche est illustrée par la figure suivante, ainsi que par 2 tableaux décrivant les ONGs participantes et un comparatif entre celles qui ont accueillies l'intervention intra-organisationnelle.

Figure 3: The effective population clustered following the HORIVERT process

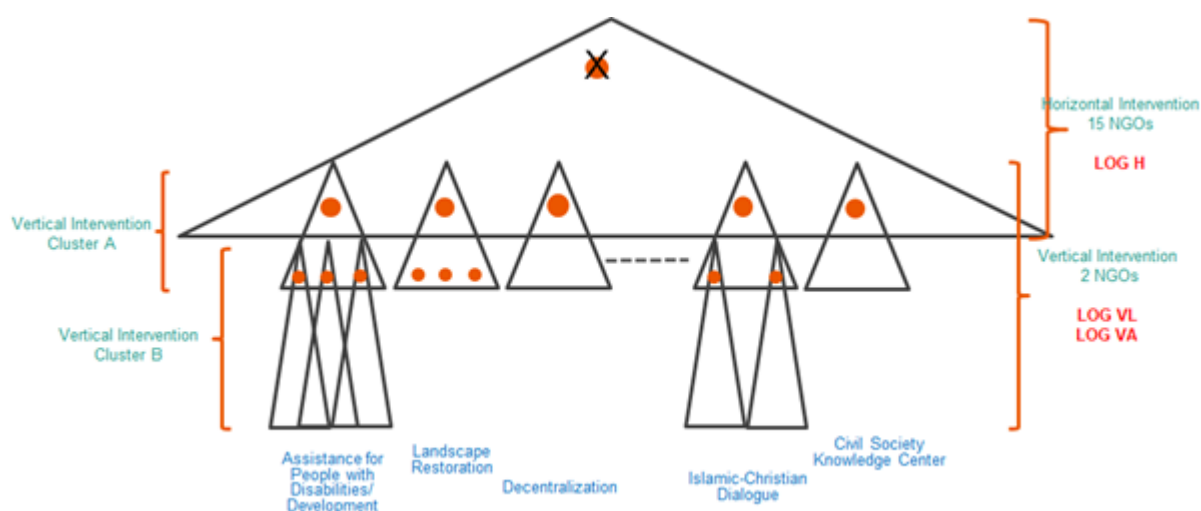


Table 2: Descriptive table of effective NGO population

| Identification of the organization | Formative Experience | Members | Location | Affiliation |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------|---------------------------------------|
| Assistance of people with disabilities turned social enterprise | Five scout friends decide to help war injured | 600 employees, International & local volunteers | Decentralized, 27 centers, Headquarter in Beirut | National with Branches in France & US |
| Landscape restoration | Project financed and managed by US government agencies | 22 employees | Beirut office, Nation-wide outreach | National |
| Decentralization | Local chapter of an international organization | 6 employees | Beirut office, Nation-wide Outreach | International |
| Islamic-Christian dialogue | Volunteers from institute of religious studies | Volunteers, project oriented | Housed in a Beirut university, Nation-wide outreach | National |
| Civil society knowledge center | Volunteer initiative online platform to coordinate aid during crises | 12 employees | Beirut office, Nation-wide outreach | National |
| Inclusion of the differently abled | Volunteer initiative led by a mother of a differently abled kid | Volunteers | Beirut office, Nation-wide outreach | National |
| Women empowerment | Local initiative by women in a peripheral village | Volunteers | Peripheral rural area, Local outreach | National |
| Prison reform & drug rehabilitation | Volunteer initiative started by a veteran of prison reform and drug rehabilitation | Volunteers | Works from Beirut, National outreach | National |
| Public space advocacy | Student initiative to connect through cultural activities, and life-skills workshops | 6 employees | Beirut office, Nation-wide outreach | National |
| Medical assistance for underprivileged kids | Volunteer initiative by practicing heart surgeons to operate needy kids | Volunteers | Beirut office, Nation-wide outreach | National |
| Peacebuilding journalism | Initiative spun out of a workshop on journalism | 2 employees | Office in urban area close to Beirut, Nation-wide outreach | National |

| | | | | |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------|---------------|
| Good governance advocacy | Alumni of US funded NGOs and grants | 3 employees | Office in Beirut, National outreach | National |
| Corporate social responsibility advocacy | Local chapter of United Nations Global Compact | 2 employees, Membership is businesses | Housed in a Beirut university, Nation-wide outreach | International |
| Local development | Founded by an academic living in a rural area to help the ultra-conservative and underdeveloped communities | Undisclosed number of employees | Office in a peripheral city in a urban area, Local outreach | National |
| Environmental advocacy | Volunteer initiative to engage citizens in environmental issues | 3 employees | Beirut office, Nation-wide outreach | National |

Table 5: Comparative Table SPRING/RESTORE

| | <u>SPRING</u> | <u>RESTORE</u> |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Domain of activity | Assistance for people with disabilities, local development | Landscape restoration, forestry |
| Year of foundation | 1985 | 2010 |
| Foundational event | Grassroots, five scout buddies taking action during wartime | Foreign funded (government agency) project in post-war Lebanon |
| Employment base | 600 employees, many foreigners, 43% of employee base with some kind of disability. Labor-intensive production is mostly kept indoors. | 22 employees mainly tasked with designing, monitoring, counseling, and providing technical support. Labor-intensive fieldwork is subcontracted. |
| Yearly budget | 12 million US Dollars (about) | 3 million US Dollars (about) |
| Structure | Decentralized, 12 centers | Centralized, subcontracts field activities to municipalities, subcontractors, partner NGOs |
| Services and products | Mobility and health, agriculture and environment, responsible tourism, social support, youth empowerment (delivered in 53 different business models ranging from in-house production to social services) | Landscape management, climate change resilience, environmental education, environmental advocacy, research |
| Outreach | Household name, serves 55000 people all over the Lebanese territory, hosts 160000 visitors per year, 80 municipalities, 1300 farmers | Operates all over the Lebanese territory on public land, 101 communities engaged |
| International presence | France, USA to attract funding, volunteers, and deliver social entrepreneurship education | Regional (middle east) reputation |
| Undergoing restructuring | Decentralization towards empowering centers, while maintaining programs and support functions centralized | Rethinking programs, introducing ERP |
| Leadership | Passing to the second generation after thirty years founder/executive | Transforming from direct management by foreign funding stream, to employee led organization |
| Clustering and intervention | Horizontal cluster and 3 vertical clusters | Transversal and holistic |
| Steering committee | General director, head of external relations program, head of quality | General director, assistant general director, finance manager |
| Procedural aspects | Recently developing system after organic development not prioritizing procedures | Stringent, abiding by funding stream requirements |

Résultats : Les résultats du diagnostic ont été regroupés selon trois axes: stratégie, procédures et ce que les acteurs ont décidé d'appeler langage commun.

Dans l'axe stratégique, le diagnostic inter-organisationnel confirme la présence d'un:

Manque de clarté dans l'orientation stratégique individuelle des ONGs, et que des **politiques partisans** et des **affiliations confessionnelles** qui créent des effets négatifs sur la coopération interorganisationnelle,

et,

Manque de clarté, vis-à-vis des pairs, dans les **processus décisionnels internes**, qui vient s'ajouter à la **non prise en compte de la diversité des styles de leadership et des modes de gestion** des ONGs individuelles, qui se traduisent par des attentes mutuelles irréalisables.

Ces dysfonctionnements se reproduisent au niveau intra-organisationnel, et qui s'exprime tel que:

Manque de clarté sur l'orientation stratégique, ou manque d'appropriation de la stratégie,

et,

Manque de clarté dans le processus décisionnel, qu'il soit attribué à la restructuration, au passage à un leadership de deuxième génération ou à une croissance rapide.

Dans l'axe des procédures, les dysfonctionnements sont liés à:

Des **procédures onéreuses** qui organisent la coopération entre les ONG, en particulier lorsqu'elles viennent s'ajouter à une charge procédurale interne, entraînent leur non-respect, ce qui a **également été indiqué dans le fonctionnement intra-organisationnel**.

L'axe des procédures comprend aussi des problèmes liés à la **communication**. Ils sont exprimés par:

L'**absence de procédures applicables**, afin d'organiser le partage d'informations, la nature, les modes et la fréquence de communication, se traduisent par un engagement et des actions asynchrones. Ces dysfonctionnements sont **réitérées dans le diagnostic intra-organisationnel**.

La question de la **visibilité** s'est révélée être un dysfonctionnement important, car la

visibilité dans la société et l'exposition aux médias sont considérées comme essentielles pour attirer des fonds. Classé sous l'axe des procédures, ce dysfonctionnement est exprimé au niveau inter-organisationnel par:

L'inégalité dans la visibilité et l'exposition crée des tensions délétères entre les ONG coopérantes,

il était **également explicite comme dysfonctionnement intra-organisationnel**.

Un autre dysfonctionnement procédural de la coopération interorganisationnelle, est lié à:

L'absence de points focaux dans chaque ONG, y compris leur remplacement en cas d'absence, ou lorsque l'étendue de leurs prérogatives n'est pas claire, crée une ambiguïté dans les engagements ayant des effets néfastes sur la coopération, cependant, cela **ne concernait pas** les dysfonctionnements intra-organisationnels.

Le dernier axe, appelé langage commun, révèle que:

Les **différences dans les compétences** entre autres en reporting, le **langage utilisé**, et les **manières interpersonnelles**, créent des dysfonctionnements et des tensions cachées qui génèrent des conflits, et,

Le **manque d'engagement** envers les délais et les réunions, en particulier lorsque les ONGs s'intéressent peu à un projet, ou lorsqu'elles manquent de personnel, ou lorsque l'ONG est basée sur le volontariat, appelle à la perte de confiance et au désengagement des partenaires.

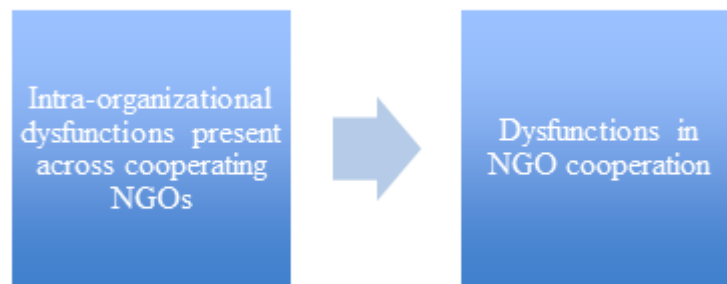
Les deux ont été fidèlement **reflétés dans les résultats intra-organisationnels**.

Par ailleurs, le calcul des coûts cachés résultant de dysfonctionnements intra-organisationnels a révélé des montants importants variant entre 40 000.-USD et 140 000.-USD par employé et par an.

L'analyse des résultats diagnostiques a démontré une **relation causale** entre les dysfonctionnements intra et interorganisationnels. Les dysfonctionnements intra-organisationnels sont ses antécédents aux dysfonctionnements inter-organisationnels. Les dysfonctionnements que les acteurs organisationnels apportent avec eux dans la

coopération sont principalement liés aux orientations stratégiques, à la clarté des processus décisionnels et à une dimension culturelle concernant la déontologie, l'engagement et les compétences alignées. Cette relation causale est illustrée par la figure suivante.

Figure 6 - Causality between intra-organizational dysfunctions and dysfunctions in NGO cooperation



Les praticiens des ONGs participant à la recherche se sont concentrés sur les solutions prescriptives pour atténuer les effets des dysfonctionnements. Les solutions ont été conçues en collaboration entre divers acteurs. La posture du chercheur parmi eux étant celle d'un process consultant. L'intervention a amorcé une dynamique de changement au fil d'initiatives qui continuent à se développer. Le processus d'intervention est appréhendé par les acteurs ce qui a progressivement instauré un climat de confiance entre eux, et favorisé la collaboration et le changement. Les initiatives de transformation se sont déroulées simultanément au niveau de la coopération interorganisationnelle et au niveau des fonctionnements intra-organisationnels.

Les **solutions conçues** pour résoudre le **manque de clarté stratégique comprenaient la coopération sur un projet spécifique**. Cela a été **mis en œuvre** par des ONGs coopérant pour plaider en faveur d'une loi d'exonération fiscale.

En ce qui concerne également les solutions pour résoudre les dysfonctionnements de la stratégie, les acteurs ont notamment **évit  les alignements partisans**. Ils ont dû **expliquer clairement aux partenaires les bénéfices et avantages auxquels on s'attendait** du fait de la coopération, ainsi que le **processus décisionnel interne** de

chaque ONG.

D'autres initiatives n'étaient pas encore mises en œuvre, bien que formalisées dans un document commun. Elles concernent essentiellement **l'accommodation de styles différents** dans le plaidoyer et les revendications sociale, le **recrutement de jeunes**, ainsi que **l'allocation des ressources nécessaires** après concertation.

Sur le front des **procédures interorganisationnelles**, les solutions recommandées sont celles de **simplifier les procédures en les révisant et les adaptant en permanence**, ainsi que de **formaliser les règles de transparence financière**. La procédure d'attribution d'un point focal dans chaque organisation pour centraliser la communication, et un remplacement en cas d'absence, a été mise à exécution, y compris la recommandation selon laquelle le point focal devrait faire preuve de leadership dans leurs organisations.

Les solutions aux dysfonctionnements liés à l'axe du langage commun comprennent le **développement du partage des connaissances** entre les partenaires, **l'adaptation de la formation aux besoins individuels** des ONGs, et la **formalisation de la gouvernance** en délimitant les responsabilités des acteurs.

La question de la gouvernance faisait également partie des solutions conçues dans les interventions intra-organisationnelles. En général, les **solutions intra-organisationnelles sont en symbiose avec l'inter-organisationnel**. L'examen périodique des stratégies organisationnelles et leur diffusion en interne, ainsi que la négociation de l'éventail de délégation entre acteurs, reflètent les solutions aux considérations stratégiques interorganisationnelles. La répartition des tâches et des responsabilités, ainsi que les prérogatives décisionnelles pertinentes, correspondent à la clarté de la prise de décision requise en coopération, également pour la révision périodique et l'adaptation des procédures au fonctionnement réel.

Le partage d'informations, les procédures de communication, la visibilité et l'organisation de réunions reflètent la considération procédurale de la coopération interorganisationnelle, ainsi que l'adaptation des formations aux besoins spécifiques et leur alignement sur les objectifs organisationnels.

Ces solutions élaborées par les acteurs eux-mêmes sont **alignées sur les principes de l'approche socio-économique** de management, à savoir la **négociation inclusive**, la **décentralisation synchronisée**, l'**adaptation des procédures** et la **contractualisation** de l'espace organisationnel. Le tableau suivant (Annexe 13) illustre la connexion entre les problèmes identifiés, leurs causes racines, et les solutions conçues, tel qu'ils sont exprimés par les acteurs.

Annex 13: Table of What NOT TO DO and What TO DO in NGO Cooperation

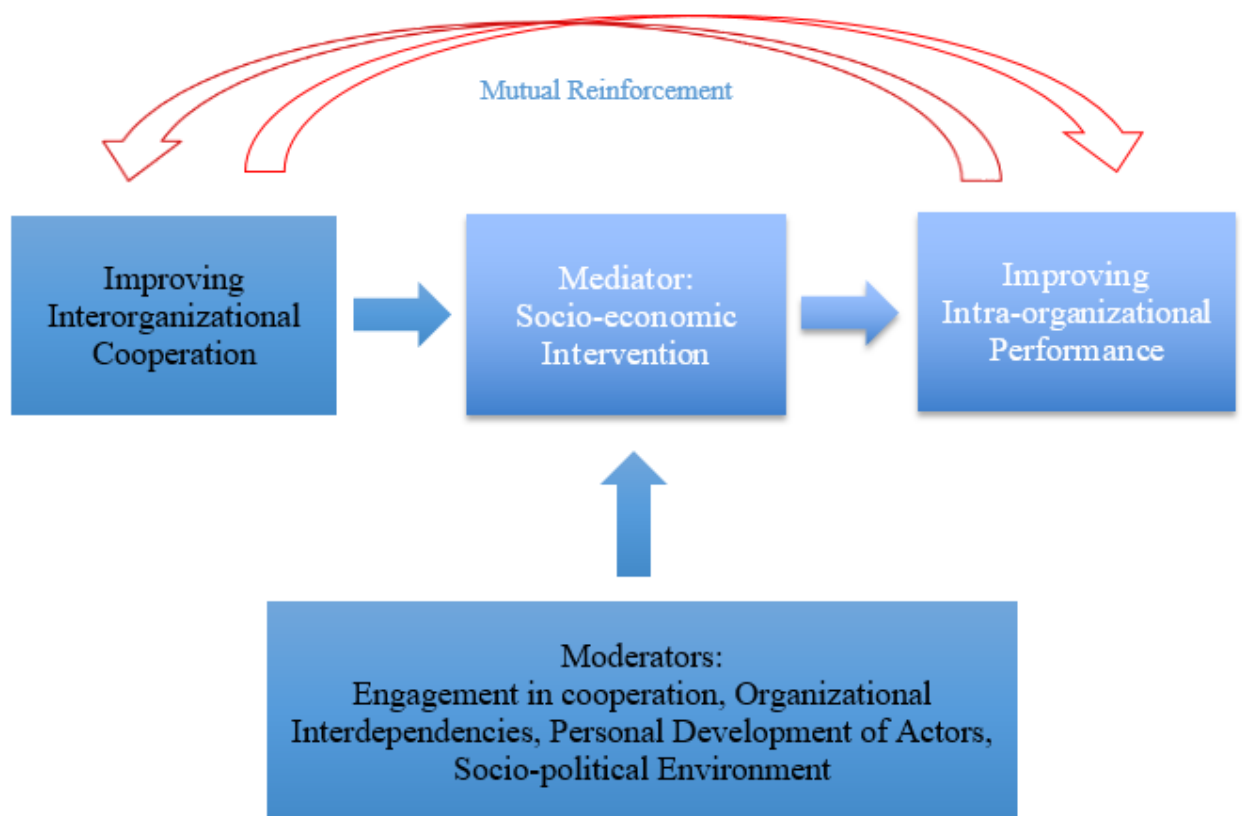
Table of What Not To Do and What To Do in NGO Cooperation

| What not to do | Root causes | What to do |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Considerations | | |
| Lacking clarity in strategic orientation of individual NGOs and the adverse effects of political and confessional affiliation | Lack of trust in the other due to unsuccessful past cooperation experiences, especially that NGOs need to cooperate for survival while competing for resources | Strategic coalitions should be thematic, while cross-thematic strategies should be project based Developing common strategies should accommodate different advocacy styles (some NGOs are more confrontational than others), noting that this diversity is recommended and required. Coordinated strategies should not jeopardize the individual positioning of NGOs, rather benefit from it (Synchronized Decentralization) Politically sensitive issues that could drag partisan alignments should be prevented Cooperation should be among NGOs that have the same drive towards efficiency and commitment, and they should outline what are their material and non-material incentives to cooperate Revive the civic spirit and recruit youth that are more cause-driven in order to retain talent and prevent them being drained towards international NGOs |
| Lack of transparency towards partners about the decision making process within individual NGOs | | Leadership and decision making Management styles and internal decision making processes should be clear to partners to rationalize expectations |
| | | Common resources |
| | Difference in the conception of the role of NGOs in society | Considering the means to sustain a long-term engagement improves the chances to succeed cooperation Sharing a platform to communicate with the public (social media, mailing list,...) enhances and diversifies the outreach including individual NGOs' outreach Sharing support functions, including recruitment, reduces the financial burden on individual NGOs, and improves their efficiency Housing support functions dedicated for the cooperation enterprise at partners' premises assures its sustainability Sharing training programs using individual resources, [e.g. NGOs dedicate a certain number of hours periodically for common trainings], rapproches competencies and language used in communications and reports Larger NGOs providing smaller NGOs with temporary locations enhances the sustainability of smaller NGOs and cooperation prospects. |
| Adaptation and Adoption of Shared Procedures | | |
| Burdening procedures that organize cooperation among NGOs, especially when they add to an internal procedural overload Absence or difficult to apply procedures that organize information sharing, and the mode and frequency of communication Unequal visibility for all NGOs Absence of focal points in each NGO including regulating their absence | Plying to the requirements that gives primacy to procedures and visibility over effectiveness in social advocacy and efficiency in resource allocation | Procedures, communication, information sharing Simplifying the procedures, reviewing them routinely, and adapting them to the common interests and concerted deliverables in order to enhance their adoption, help manage expectations, and prevent emotional excesses For financial transactions, the formalization of procedures, and the commitment to rules of transparency gradually builds up trust Formalizing concerted procedures of visibility, reduces the chances of conflict and improves the chances of long-term cooperation, especially when stakes are high Appointing of a focal person in NGOs, including a known replacement in case of absence, then documenting communication and information by more than one person assures continuity A focal person that is somehow a leader in her organization, not only a contact person, enhances commitment and promptitude in taking action |
| Common Language | | |
| Differences in the reporting proficiency, competency levels, language used, and degrees of formality in interpersonal manners Lack of commitment to deadlines and meetings, especially when NGOs have low interest in a project, or lack of staff, or when the NGO is volunteer-based | Personification of NGOs instead of seeking institutionalization, and the high staff turnover that cause constant loss of competencies and hence consistency in cooperation projects | Encouraging partners to professionalize through formalizing their organizational structures and task allocation, and delineating accountability, improves transparency towards partners, and facilitates trust building Developing intra-organizational knowledge sharing and trainings, and tailoring them to the specific needs of individual organizations, enhances cooperation competencies likes proposal writing and budgeting, and brings to speed cooperation components |

L'analyse des solutions prescriptives et l'évolution de la coopération entre les différentes ONGs ont démontré une corrélation entre le développement de la coopération interorganisationnelle et l'amélioration des performances intra-organisationnelles.

Aucune confirmation concernant la causalité n'a été vérifiée. Le management socio-économique a été l'agent médiateur entre l'amélioration de la coopération interorganisationnelle et le fonctionnement intra-organisationnel. Cette médiation a été modérée par le degré d'engagement de l'ONG dans l'exercice de coopération, les interdépendances organisationnelles, le développement personnel des acteurs tout au long de l'exercice, et l'environnement socio-politique régnant. Ceci est illustré par la figure suivante.

Figure 7 - Correlations, mediators and moderators of inter and intra-organizational improvement



La contextualisation de la recherche intervention résume l'impact théorique de cette recherche, ainsi que l'extension du corps de connaissance de la théorie socio-économique au terrain des ONGs au Moyen-Orient. La nature pragmatique a entraîné un changement réel sur le terrain, toutefois limité par l'étendue du changement que les dirigeants organisationnels souhaitaient entamer. La recherche a également fourni les

bases pour étudier l'effet de la complaisance du management organisationnel sur la coopération des ONGs et la société dans son ensemble.

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