

## **THE DIFFICULTIES FACED BY NGOS IN THE SOCIAL MARKETING OF THEIR SERVICES DURING THE CORONA PANDEMIC (COVID-19)**

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### **1. Introduction**

There are many non-governmental organizations operating in Egypt, and it is estimated that millions of people take advantage of their services in a variety of social care fields. In terms of the number of people they employ and the people who use their services, they are an organized social force. These non-governmental organizations (NGOs) have grown in recent years, not just in Egypt but in the majority of other nations as well. They have grown in terms of both quantity and activity, as well as in terms of the nature of their goals and objectives, as they cover a wide range of human endeavors. Through its work in the areas of health, education, social assistance, and economic care, it also addresses the key societal problems, fosters connection between people and groups, and aims to promote public engagement (Jack Rothman:1987).

The rapid spread of the Corona virus (Covid-19) caused the formation of numerous additional crises that were experienced by members of society, and in March 2020 the World Health Organization declared it to be a global pandemic (WHO: 2020). In order to contain the virus and reduce the number of infections, this crisis prompted countries to take a variety of measures, including closing schools, clubs, restaurants, churches, and mosques, as well as their facilities. These measures had the greatest impact on the work of civil society associations and organizations. The Corona pandemic has impacted civic associations in Egypt as well as the social marketing of social welfare organizations' services in their different scientific, health, economic, and social domains. Thus, the purpose of the current study is to identify the challenges that NGOs have while trying to sell their services socially during the Corona pandemic (Covid-19)

### **2. Research problem**

Non-governmental organizations are important in addressing the community's needs, whether they are social or economic. These associations play a significant role in the community's growth and development. They are also a crucial means of providing citizens with services. Their adaptability and quick access to a larger number of citizens play a part in this job. (Nejm: 2016).

These organizations have expanded and flourished, contributing significantly to the social care industry. Organizations are a fact of life in every society. Since organizations are essential to society, it is crucial to concentrate on improving their offerings so that they can meet their members' humanitarian requirements. Since non-governmental organizations are charged with carrying out public projects through volunteer and part-time labor, they are the focus of civil society. As a result, they currently hold a leadership position and have an impact on all aspects of

social life (Youssef, 2022). especially after the number of NGOs operating in the sphere of care and development in Egypt grown to over 62,000,000. (Ministry of Social Solidarity: 2020).

According to field studies, non-governmental organizations play a crucial role in providing social care services to community members as well as in attempting to meet their needs on a social level and resolve their personal issues through their work in a variety of care and social development fields. The study by Tannous (2021) emphasized the significance of non-governmental organizations' contribution to the achievement of sustainable development in Homs' kindergartens According to a study by Aly (2021), these organizations effectively improve the quality of women's lives by offering them social and medical assistance. Elizabeth Dougherty's research also demonstrated the important role that civil society organizations play in democratic politics.

NGOs have a significant role in providing social, health, and educational care services in Egypt and around the world, but they encounter challenges and barriers when trying to promote their services to the public during the Corona pandemic (Covid-19).

All nations took action and provided financial support during the Corona pandemic to prevent the economy from collapsing, which in turn has an impact on the social, economic, and health of citizens. On January 30, 2020, the World Health Organization declared the Corona pandemic (Covid-19) an emergency (GDA, 2020 as cited in Kuckertz et al., 2020) The International Labor Organization reports that the economic crisis brought on by the Corona pandemic (Covid-19) led to the loss of 25 million jobs worldwide, as well as an increase in job insecurity. This is due to the decrease in working hours and wages, which inevitably results in losses in workers' income and subsequently a decrease in the consumption of goods and services (Cited in Almeida, 2020, p1). As a result, a study by Samia (2020) found that the Corona pandemic affects how well at-risk groups are able to meet their fundamental requirements, such as food and shelter. The Anka study (2020) revealed that government closure restrictions like self-isolation and social distancing had an impact on reducing the use of community resources and imposed additional pressures on the most vulnerable. The study of Ozelle (2020) also revealed that African countries have been affected by the pandemic more severely than other regions as it affected social interaction and economic activities. Many countries adopted preventive measures to reduce the risks of the pandemic, including social distance policies and statewide closures, to stop the spread and effects of the Corona pandemic outbreak (Sreelakshmi and Sangeetha: 2020). The Egyptian government has also taken a variety of steps to slow the development of the (Covid-19) pandemic, such as closing schools, clubs, restaurants, churches, and mosques. These steps are intended to stop the transmission of the virus and lower the number of infections caused by it (Breisinger et al., 2020).

Due to the effective role that non-governmental organizations play in a variety of societal activities and areas, as well as in the area of assisting the underprivileged who have been impacted by the crisis, the marketing of these organizations' services has therefore become crucial and important in the presence of Corona. The interest in social marketing is a result of it being one of

the fundamentals of social change, which includes many social situations that call for a change in people's behavior for the good of society and convincing people to participate in order to advance the public interest through the planning and execution of focused and efficient media campaigns (Abdullah, 2019).

In order to influence beneficiaries, provide resources, and direct practitioners and service providers, social marketing has been successful at the level of large practice, according to Stoner's (1986) study. By employing an interactive method to disseminate information, tools to alter behavior, and marketing strategies to alert the public about the issue and effect the desired behavioral change, social marketing is also a successful way to influence behavior (Amanda:2010).

This was supported by the studies of Martins (2016), which highlighted the role of social marketing in influencing young people's lifestyles and lowering obesity rates, and Siebe (2020), which found a link between social marketing efforts for specialists and HIV prevention. Bruce is of the opinion that non-governmental organizations may communicate with the public and fulfill their mission by using social marketing. It is a management tool that enables nonprofit organizations to fulfill their responsibility to cater to the requirements and preferences of patrons (Ian Bruce: 1996). Social marketing helps these organizations maintain the continuity of their activities and ensure that their services truly fit the needs of their customers, with an interest in analyzing all the needs to find out their expectations and opinions towards them. Social marketing also helps to bring in various funding sources (Neil Botten: 1996).

Despite the significance of the role played by NGOs, the current global crisis has resulted in the existence of numerous challenges and barriers that restrict their ability to function, particularly in the area of providing social services to clients, where the service marketing process enhances clients' options and develops and improves the process of providing services. The public's perception of NGOs is enhanced, especially in light of the fact that there are numerous service providers competing with one another for the attention of numerous customers (Mahmoud: 2012) The objective of this study is to identify the difficulties that NGOs have while attempting to advertise their services on social media during the Corona pandemic (Covid-19).

### **3. Literature Review 3.**

#### **3.1 The role of non-governmental organizations (NGOs) in providing social care services during the COVID-19 crisis:**

International non-governmental organizations are non-profit organizations that do not seek financial gain. These organizations or associations are sometimes referred to as the (third sector) or civil society organizations, and include non-governmental organizations that provide services to citizens in all areas of social, health, and educational care, as well as strengthening them and the communities they serve. Because of the high number of infected people and the increase in global foci of the virus, as well as governments' and countries' inability to confront this pandemic alone,

the role of these organizations in providing services, particularly health, has become very important since the Corona crisis.

Solidarity among various segments of society is an urgent requirement for confronting the problem and standing united in the face of the epidemic's spread. As a result, non-governmental organizations and associations can help to address the crisis. Several studies have highlighted the significance of non-governmental organizations (NGOs) during the Corona pandemic:

- The first role is to raise community awareness and educate people on how to combat the Corona virus by intensifying awareness campaigns on how to protect and the procedures that must be followed to prevent infection.

- The second role is to urge people to stay at home and use social distancing measures to prevent the virus from spreading. Organizations also play an important role at this stage by collecting donations, contributing to, and assisting the state in subsidizing the poor classes or those whose income is dependent on daily work, which they are denied due to the ban measures

- The third role is to begin implementing development plans and projects to accommodate the youth affected by the crisis and forced out of the labor market, as well as to assist poor families, after the crisis has ended and the virus's spread has decreased (Al-Obaidi, Nabil Maddallah,2020). Several studies found that NGOs played an important role in providing social care services during the Corona pandemic (Covid-19):

- The Arab study (2020), which confirmed that international organizations are performing charitable work for the benefit of humanity in response to the rapid and unexpected spread of the Corona virus, which affected the majority of the world's countries (Waheeb, Elaraby.2020).

The study (Hassan, 2020) sought to determine the role of non-governmental organizations in reducing social anxiety among the elderly in the aftermath of the outbreak of the emerging coronavirus, Covid-19, as well as the level of fear of infection with the emerging coronavirus among the elderly. The study discovered the significance of organizations' roles in alleviating this concern (Hassan: 2020).

- The Al Hammadi study (2021) found that non-governmental organizations played an important role in implementing social responsibility programs during the Corona crisis. The field of labor standards came in first, followed by anti-corruption, human rights, and environmental protection. 2020 (Al Hammadi)

- Mahmoud's study (2021), the most important findings of which were that NGOs contributed to improving the efficiency and effectiveness of irregular workers' standard of living as determined by officials and beneficiaries during the Corona crisis (Mahmoud: 2021).

### **3.2 NGOs faced the following challenges during the Corona crisis (Covid-19):**

NGOs faced the following challenges during the Corona period Among the challenges that NGOs in Egypt have faced thus far during the Corona pandemic are:

The issue of financing its services, which affects the quality and level of these services on the one hand, and their ability to continue providing their services in the long term and attract other customers on the other, increasing the importance of working on marketing their services and

reaching out to both the public consuming the service and Funders or donors in order to benefit from them, and this can only be achieved if the community feels the impetus (Krishna Athal,2022).

-The issue of digital transformation and remote work, as remote work has become the norm since operations, NGO employees have also had to begin working from home and relying on digital tools to ensure work efficiency. As a result, many non-profit organizations reduced the size of their operations that required field work (Krishna Athal,2022).

-3A lack of capabilities and human cadres required to implement sustainable development projects and programs, as well as a lack of clear criteria to ensure volunteers and their continued employment. 2020 (Al-Anzi).

The Sayarifard and others (2022) study found that NGOs face challenges such as access to target groups, a lack of a communication network, and constructive interaction between governmental institutions and NGOs. It is also recommended that these institutions increase their capacity and intervene. To establish a constructive and long-term partnership with the government (Sayarifard: 2022).

- The study (Mohammed, 2021): The study concluded that there are significant challenges facing institutional mechanisms, and the study recommended the need to provide financial resources, capabilities, and information to institutions, as well as increase mutual relations between institutions (Mohamed, HaithamL2021).

-Study (Chhay, Sonthea Pheun, 2021): the findings indicated that there are numerous challenges to employee safety and effective communication methods, as well as numerous physical and human challenges that impede their social performance.

A field study was conducted in France (DJE: 2020, (DJE): on a sample of 16175 officials and volunteers working in NGOs. They were asked a series of questions about the difficulties they encountered in their collective activity during the Corona Virus (Covid-19) crisis. According to the findings of this study, 93% of associations had their activities impacted by the Corona crisis, and 18% of volunteers in associations had their relationships cut off due to quarantine procedures (DJE: 2020).

Armand Bekaj's (2020) research was also targeted. Its findings highlighted the significance of organizations' efforts in developing awareness programs for individuals in the community, encouraging them to stay in their homes and emphasizing the importance of social distancing. The study also discovered that they face challenges, whether financial or marketing (Arment, Bekaj, 2020).

Brechenmacher and other(2020) the study's findings confirmed that civil society institutions spread the culture of social distancing measures for individuals in their homes, and that institutions disseminate information about the virus and vulnerable groups' protection. to combat the virus.

### **3. 4. Objectives of the study: The following are the study's goals**

- Determining the significance of the social marketing process in non-governmental organizations during the Corona crisis.

-Identifying the challenges that NGOs faced in marketing their services during the Corona crisis.

Questions for research:

1- To what extent do non-governmental organizations (NGOs) use social marketing during the Corona crisis.

2- How significant was the National Association's use of social media during the Corona crisis.

3- What are the barriers to using social marketing in non-governmental organizations during the Corona crisis.

### **4. Concepts of Study:**

**4.1 The definition of NGOs** given by VakilAu1 (1997) is that they are "self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people." As a result, one can compare NGOs to other categories of "third sector" organizations like trade unions, organizations involved in the arts or sports, and professional associations (cited of David Lewis:2010)

The World Health Organization classified the corona virus as a pandemic, and its pathological symptoms include fever, exhaustion, a dry cough, and pain. This virus spreads to people through coughing up small droplets of secretions, contact with infected surfaces, and small droplets that come out of the nose. (WHO: 2020).

**4.2 The concept of social services:** Social services a variety of public services designed to help and aid specific populations, frequently including the underprivileged. They may be offered by private, non-profit organizations, people, or a government body. (Wikipedia:2022).

- Social service, also called welfare service or social work, any of numerous publicly or privately provided services intended to aid disadvantaged, distressed, or vulnerable persons or groups (Pinker,R.:2022).

### **4.3 Concept of social marketing**

-A basic definition of social marketing is a process for creating programs that uses elements of commercial marketing to encourage voluntary behavior change (Andreasen AR. 1995).

- Hastings & Saren's definition of social marketing includes examining the social ramifications of commercial marketing tactics, such as keeping an eye on the effects of the food or cigarette sectors' marketing strategies (Hastings G, Saren M. 2013).

### **55. Why social marketing is important for NGOs**

The use of social marketing in non-governmental organizations helps to improve the skill level of the organization's cadres. Marketing, on the other hand, increases acceptance and credibility for

these organizations, which is especially evident in bringing various sources of funding, whether governmental or private, and marketing contributes to changing the image of these organizations in people's minds, whether with regard to their activities or directions, or the issues in which they operate. Social marketing contributes to the creation of an appropriate environment in which customers can benefit from services and donors can donate to those organizations. Social marketing assists non-profit organizations in setting goals and accurately identifying customer needs. According to AdrenaSergent, the importance of social marketing for NGOs is Marketing creates and improves customer satisfaction with an organization's services Marketing assists NGOs in increasing their financial resources and attracting the attention and interest of the organization's funders

Marketing assists in determining the civil association's competitive points so that the association is aware of what it will benefit from marketing and its impact on the community. Marketing assists the organization in developing a practical framework for work, which is any organized approach to searching for actual customer needs or setting goals and planning for their implementation. Adrian Sargeant (Adrian Sargeant, 2010)

## **6. Study methodology:**

### **6.1 Type of study and approach**

This study is an example of a descriptive study, which seeks to identify the characteristics of a specific phenomenon. In this case, the phenomenon is the reality of social marketing in non-governmental organizations, and the study's goal is to address the challenges this phenomenon faced during the Corona pandemic (Covid-19). appropriate to accomplish the study's goals.

### **6.2 Study tools:**

The researcher developed the social marketing scale for the study after evaluating related literature and the study's theoretical framework, and in order to meet the study's goals, the researcher chose the following scale indicators

- How much social marketing is used
- the value of social media marketing
- Challenges with social marketing

### **6.3. the scale's validity and reliability**

The scale was administered to 10 non-governmental organization officials (who were not the subjects of the study) in order to determine how stable, it was, and it was then administered once more two weeks later. Using the Pearson correlation coefficient, the correlation coefficient between the two applications was determined as follows:

#### **Table (1)**

**It displays the scale's stability**

pointer	correlation coefficient	indication
using social media marketing	0.78	D
Social media's significance in marketing	0.76	D
Social Marketing Difficulties	0.88	D
the overall scale	0.82	D

**Table (2)**  
**it demonstrates the reliability of the scale**

pointer	correlation coefficient	indication
using social media marketing	0.88	D
Social media's significance in marketing	0.87	D
Social Marketing Difficulties	0.93	D
the overall scale	0.94	D

It is evident from the previous findings that the correlation coefficients are statistically significant, which points to the scale's stability and validity, whether for the scale's indicators individually or collectively.

**6.4 The study samples**

Non-governmental organizations and groups in Cairo's Ain Shams district that fit the criteria for the spatial sample were the focus of the study. The number of (82) people who work for non-governmental organizations were subjected to the scale. They include the board of directors' chairman or his designate, the association's secretary, treasurer, social workers, and workers.

**7. The results of the study and the results of choosing hypothesis**

**7.1 The Importance of social marketing for civil society organizations during the Corona period**

**Table No (3)**

**The importance of social marketing for NGOs during the Corona pandemic**

s	ferries	response (number)			Average	Std deviation
		yes	To some extent	no		
1	Marketing contributes to positive change in customer behavior	22	10	53	1.64	0.870



2	Marketing contributes to increasing customer acceptance of social ideas	20	13	52	1.63	0.847
3	Marketing increases customer acceptance of the association's services	16	26	43	1.68	0.774
4	Marketing leads to be positive trends towards the association	12	23	50	1.55	0.732
5	Marketing contributes to increasing the association's resources	27	18	40	1.85	0.879
6	Social marketing leads to an increase in collective moral support and a distance from fear	20	23	42	1.74	0.818
7	Marketing helps to convince the community of the services provided by the association during the pandemic period	7	22	26	2.01	0.794
8	Marketing leads to improving the behavior and skills of employees in the association during the pandemic period	27	13	48	1.6	0.833
9	Marketing contributes to the association's provision of new services needed by the community during the pandemic	19	21	45	1.93	0.935
10	Marketing leads to continuity in the provision of community services	11	24	50	1.54	0.716
	Total	543	486	449	1.71	0.068

From the previous table, it is clear that the level of importance of social marketing among non-governmental organizations is weak, as the weighted average reached 1.71 with a standard deviation of (0.068)

The most positively influential phrases in the phrases of this dimension were the phrases that related to the fact that marketing helps convince the community of the services provided by the association during the pandemic period, and marketing contributes to the association providing new services that the community needs during the pandemic, and marketing contributes to increasing the association's resources

These results agreed with the results of the study of: Ahmed Abdel Fattah, which called for attention to applying the social marketing strategy, the study of Elizabeth Risley, the study of Dougherty, and the study of Stephn Osborn.

## 7.2 Obstacles to social marketing

Table No (4)

The obstacles to social marketing in non-governmental organizations reaching customers during the Corona pandemic

s	Ferries	Response (number)			Average	Std deviation
		yes	To some extent	no		
1	The lack of response from customers to the efforts made by the association during the Corona pandemic	43	24	18	2.29	0.799
2	The unwillingness of customers to make an effort to obtain the services of the association during Corona	34	21	30	2.05	0.871
3	Weak societal awareness among clients of the importance of the service provided by associations	44	18	23	2.25	0.852
4	The digital transformation in the provision of services hindered the beneficiaries in most projects from benefiting from them	50	15	20	2.35	0.841
5	Clients' belief that NGOs' role is limited to providing financial aid only	35	25	25	2.12	0.836
6	Clients' lack of confidence in the abilities of associations to provide effective services during crises	44	21	20	2.28	0.825
7	Young people are afraid to volunteer because they are not exposed to infection with the Corona virus	40	20	25	2.18	0.861
8	Unwillingness of customers to participate in providing the services of the association for fear of infection	32	25	28	2.05	0.843
	Total	322	169	189	2.20	0.023

From the previous table, it is clear that the level of social marketing obstacles facing non-governmental organizations related to customers is average, as the relative score for measuring the obstacles reached 72.8% with a weighted average of 116.6 and a weighted average of 1.45.

What confirms this is that the percentage of those who answered always to the statements of this dimension was 59.1%, and the percentage of those who answered sometimes was 27.6% and never 13.3%.

The phrases that had the most positive impact on these obstacles were the phrases related to clients' unwillingness to make an effort to obtain the association's services, clients' lack of response to the efforts made by the association, and clients' lack of understanding of the association's circumstances and resources.

The results of the study are consistent with the results of the study of Al-Anzi: 2020 and Krishna Athal.(2022)

The results of their study indicated that the lack of human and material resources is one of the most important obstacles facing the social marketing process

**Table (5)**

**the obstacles to social marketing in non-governmental organizations related to civil society organizations during the Corona pandemic**

s	ferries	response (number)			Average	Std deviation
		yes	To some extent	no		
1	Lack of trained personnel to work in times of crisis to implement the association's programs	44	21	20	2.28	0.825
2	The association lacks stable and sustainable financial resources, especially during crises	50	12	23	2.32	0.876
3	Lack of practical marketing plans for the association during crises	55	10	20	2.41	0.849
4	Failure to provide technological means to facilitate work in crises	30	15	40	1.88	0.90
5	The imposition of a curfew impeded associations from providing their services in society	60	10	15	2.53	0.780
6	The association's lack of readiness to deal with the consequences of the spread of the epidemic	57	13	15	2.49	0.781
7	Lack of support for associations during crises for fear of the virus	54	18	13	2.48	0.749
8	The lack of a clear plan for the associations to confront the Corona virus	56	10	19	2.44	0.837

<b>9</b>	<b>Bureaucracy in obtaining approvals for the work of the association during the pandemic</b>	34	12	40	1.94	0.930
<b>10</b>	<b>Lack of cooperation among NGOs regarding the response to the pandemic</b>	52	10	23	2.34	0.880
	<b>Total</b>	492	131	228	2.31	0.058

From the previous table, it is clear that the level of social marketing obstacles in non-governmental associations related to the association was average, as the percentage score for measuring these obstacles reached 59% with an average weight of 94.3 and a weighted average of 1.17, which confirms that 50.4% of the respondents answered the statements of this dimension always, 21.5% sometimes, 28.1% none.

The most positively influential statements in this dimension were the statements related to the lack of marketing skills among association workers, the lack of scientific marketing plans for the association, and the lack of technical resources capable of carrying out social marketing tasks.

The results of this study also agree with Al-Anazi 2020 and the study of Chhay, Sonthea Pheun, 2021.

Which confirms the lack of human resources in civil society organizations.

Obstacles to social marketing in non-governmental and community based organizations

Table (6)

Obstacles to social marketing in non-governmental and community based organizations

s	ferries	response (number)			Average	Std deviation
		yes	To some extent	no		
<b>1</b>	The public's lack of response to the association's attempts to market its services during Corona	47	25	13	<b>2.40</b>	0.743
<b>2</b>	Reluctance of businessmen and company owners to donate to confront the pandemic	43	22	20	<b>2.27</b>	0.822
<b>3</b>	Non-cooperation of popular and executive leaders with the association	25	25	35	<b>1.88</b>	0.837

4	Non-cooperation of community institutions with the association during crises	37	26	22	<b>2.19</b>	0.809
5	Society is not convinced of the importance of the role of associations during crises	42	26	17	<b>2.29</b>	0.784
6	The association's employees are not convinced of the social marketing of its services	30	24	31	<b>1.99</b>	0.852
7	Inadequate role of the administrative body with NGOs	30	25	30	<b>2</b>	0.845
8	The public's lack of response to the association's attempts to market its services during Corona	47	25	13	<b>2.40</b>	0.743
		301	198	161	<b>2.18</b>	0.043

From the previous table, it is clear that the level of social marketing obstacles in non-governmental and community-based associations was medium, as the relative score for measuring these obstacles reached 61.8%, with a weighted average of 98.8 and a weighted average of 1.23

What confirms this is that 48.2% of the respondents answered the statements of this dimension always, 27.3% sometimes, and 24.5% never.

The statements that had the most positive impact on the statements of this dimension were the statements related to the community’s lack of interest in civil society organizations, the large number of people in need of the association’s services, and the lack of cooperation of popular and executive leaders with the association

Table (7)  
Obstacles to social marketing in NGOs

Deviation	Meanh	Variable	Ranking
Obstacles due to customers	<b>2.20</b>	0.023	2
Obstacles related to the association	<b>2.31</b>	0.058	1
Obstacles due to society	<b>2.18</b>	0.043	3
Obstacles as a whole	2.23	0.018	

From the previous table, it is clear that the level of social marketing obstacles in non-governmental organizations is moderate, with the arithmetic mean reaching 2.23 and the standard deviation 0.018.

## **7. Discussing the results of the study**

-- It became clear from the results of the study that the level of importance of social marketing for associations is also weak, and that the methods used in social marketing are weak.

-It became clear from the results of the study that non-governmental associations face difficulties and challenges that hinder their use of social marketing, some of which are related to customers and their unwillingness to make the effort to obtain services or their lack of response to the efforts made by the association, in addition to the diversity of their needs and problems, and some of which are related to the association itself as an organization, such as a lack of marketing skills. Among its employees, the lack of scientific plans for marketing, the lack of technical personnel to carry out marketing, the lack of information systems in it, and the third part is due to society, such as the lack of community interest in non-governmental associations, the lack of response of the masses to the association's attempts at marketing, and the weakness of general community awareness.

Based on the results of the study, the researcher reached the following recommendations to improve non-governmental organizations' social marketing of their services:

1. Forming a committee in each association whose mission will be the social marketing of the association's services, taking into account in its formation that it includes in its membership - in addition to the members of the Board of Directors - some experts, interested parties, and leaders related to social marketing.
2. Formulating an annual plan for social marketing of the association's services, which includes identifying the target audience, those responsible for marketing, the methods used, appropriate timings, and the resources needed for coordination.
3. Non-governmental associations conduct scientific research to identify the needs of the environment in which they exist, the capabilities and resources of the environment, and how to arrive at plans and programs to provide the services that society needs and ensure the continuity of their services.
4. Establishing a system for using and organizing information and providing devices and equipment that help in this
5. Training employees, members of the Board of Directors, and members of committees on communication skills and social marketing skills according to training plans that ensure their continuous rehabilitation.
6. The association organizes organized media campaigns to contact the masses and explain and clarify its services, whether through bulletins, periodic letters, personal meetings, or public meetings.
7. The association forms effective and positive relationships with the executive and popular leadership and with other community organizations in the environment in which it exists at the horizontal level, as well as with members of the People's Assembly, the Shura Council, and

government departments at the higher level.

8. Creating a mechanism for cooperation and coordination with other non-governmental associations, whether by forming joint committees, periodic meetings, or through joint projects, to achieve a higher degree of cooperation and coordination and reduce conflict, which contributes to the social marketing of the civil society association's services.

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