

# Funding Mobilization in Non Governmental Organizations: A Case of World Food Programme

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## Abstract

The focal rationale of the research paper was working towards finding out defies encountered by non-governmental organizations concerning deployment of resources to be utilized daily in their day to day running of their organizations the case of World Food Programme. This research was funneled with the subsequent key study research interrogations; What are the key sources of non-governmental organizations funds? How do challenges faced by non-governmental organizations in procuring monies prevent them from fulfilling their goals and objectives? How sustainable is the funding of NGOs?

The research employed a descriptive study research scheme coupled with a cross-sectional approach. Descriptive study approach is normally engaged if the research problem is categorically well-defined, the researcher is well versed with the research gap. The sample size for this study was 50 employees of the world food programme in which primary data was gathered using a structure questionnaire. The analysis and interpretation applied both the descriptive and inferential indicators. Descriptive measurements such as mean, standard deviation as well as frequency distributions was employed in the direction of describing the study variables. Inferential statistics as well as correlation and regression analysis was utilized for the purpose of verifying the interrelation between the variables. Primary data was dissected using Statistical Package for Social Sciences (SPSS version 25) and expounded in tables and figures to elaborate the findings.

The findings showed that there was a strong relation between key sources of funds for the NGOs and mobilization of funds for the NGOs. On the second objective, there existed some weak negative correlation linking challenges with mobilization for funds for the NGOs. This implied that the challenges that the NGOs face is not associated with increased mobilization of funds for the NGOs. Thirdly there existed a sturdy connection amid sustainability of funds and mobilization of funds for the NGOs. This implied that sustainability of funds is directly associated with increased deployment of resources of the NGOs.

The results of the adjusted  $R^2$  indicated that 47.6% of the variations in mobilization of funds are accounted for by the variations in sources of funds, 60.5% of the variations in mobilization of funds is accounted for by the variations in challenges, lastly results of the adjusted  $R^2$  indicated that 34.8% of the variations in mobilization of funds are accounted for by the variations in sustainability of funds. ANOVA results showed that the independent variables were statistically significance in predicting

**how sustainability of funds, sources of funds, and challenges to determine Deployment of treasuries of NGOs.**

These research concludes concerning the first objective that the NGOs receive funds from the private sector and they also receive grants from the donors which facilitates the operations of the organization. The funding of non-governmental organizations from end to end native non-governmental organizations are associated with availing some platform intended for traineeship, societal amenities and general inventiveness enlargement. Secondly the study concludes that rules of engagement and mandate that protect retrieving as well as bidding for government capitals and wealth is a hurdle for the entities allotments to be granted right to use capitals for NGOs. Thirdly this study concludes that non-governmental organizations to utilize their assets to come up with exhaustive assignment motivated associate amenity value adds which enhance aid that comes via association dues and NGOs should get involved with joint predetermined subscription-founded partnership through public and private division in the direction of carrying purchasable reciprocally valuable service in the direction of the community.

The study recommends on the first objective that they should have strong relationship with the key donors both local and the international organizations as this will increase their level of funding in future. Secondly the study recommends that the NGOs should apply and be flexible on the conditions on aid for the donors as this will enhance accessibility of funds. Lastly the study recommends that resource mobilization in the NGOs should be dedicated to raising aid beginning both intercontinental utilitarian and local contributors. On additional research works, this research indorses on comparable research ought to be replicated on additional international donors such as the United Nations Children's Fund, and the UN Refugee Agency. The study might look into other factors such as the challenges for implementations of the projects, financing and operations of the projects for the NGOs.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ABC:</b>	African Braille Centre
<b>CSR:</b>	Corporate Social Responsibility
<b>MSH:</b>	Management Sciences of Health
<b>MSF:</b>	Medicines San Frontier
<b>NGOs:</b>	Non-government organizations
<b>PPP:</b>	Public, Private Partnership
<b>SE:</b>	Social enterprise
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>WFP:</b>	World Food Programme

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the study.

Non-government organizations (NGOs) are non-profit establishments customarily set up as a result of entities or organizations to operate or liaise in the company of altruism and philanthropic agencies of aid locally and internationally. Non-governmental organizations are part and parcel of the society at large and not the government. The NGOs are usually funded by the government, private donors, or for-profit organizations. In Kenya, non-governmental organizations include political organizations, churches, trade unions, solidarity and interest groups, separated from government and sometimes funded by International Development Cooperation Agency and private donors. They were in the beginning involved in missionary and voluntary activities and in collaboration with developing and developed countries (Sheate & Partidário, 2010).

After 1970s, environment aid started to be involved into the activities of NGOs. In general, non-governmental organizations are occupying the charity and humanitarianism advocacy, working in emergent and established countries, making efforts both in civil society and in government, and protecting human rights for both minorities and the majority. They consist of people who come from the civil society and work for the social sector. Income from grants is originally the governing way for non-governmental organizations to conserve their interior management and external social assistant services. Voluntary is the core ideology of non-governmental organizations. A great amount of non-governmental organizations social work are conducted primarily by volunteers who voluntarily agree to receive lower compensation because their motivation is to make some contribution to the society rather than make money (Kaplan, 2001).

The norm has been that non governmental societies tolerate been dependent off philanthropy of kind-hearted and the giving of to colleagues in the direction of concealing their overheads of their undertakings via endowments, aids contributions and subsidies (Drabek, 2011). Conversely, non-governmental organizations discover that its problematic in the direction of marshaling capitals the old-fashioned procedure because generally cradles of resources remain inept to meeting their ever on the rise prerequisites of establishments in addition to escalating expenditures linked by way of tasks Viravaidya and Hayssen (2010). According to Azcarate, and Balfors (2013), restraining state of affairs going on bequests and contributions in addition improbability of marshalling resources done through the calendar years, turn out to be a test on non-governmental organizations to adjust on extended-standing forecasting, mend their package offering's which may result to them achieving maximum conceivable gain.



If expenditures are within the main objectives of non-governmental organizations are more than the grants and donations at their usage, the NGO is forced to cut down the high standards set or a measurable scale of the core mandate, hence pursue new-fangled cradles of treasuries to house by variance difference (Bryman, 2012). Insufficient funds remain the simplest detail of the economic existence in opulent as well as deprived republics. The situation impinge on universal officialdoms and native non-governmental organizations beginning from countryside improvement interventions of healthiness primary givers, tutoring and teaching establishments (Mueller-Hirth, 2012). Therefore, the manager of non-governmental organizations must give much emphases on resource mobilization as much as the expenditure of the said funds (Sheate & Partidário, 2010). An annual aid scrutiny by dint of UN Aids together with Kaiser Family foundation, made available in 2010 shows subsidy emerging from the 15 words principal contributors plunged with approximately 10% inside the year 2010 in over a decade (Mavuto, 2013).

The world's population on a steady climb the number of needy groups of interest in dire need of help coming inform of non-governmental organizations as well increased Kiondo & Mtatifikolo (2012). To this precedent set ups are finding the funds to be slowing down or insufficient according to their needs. This creates inconsistencies between the funding reality and the funding gaps to be achieved. With the many deserving wants which vie intended in kind-heartedness, thoughtfulness, responsiveness as well as bounteousness of population, as well as economically competent contributors have absence of wealth which can bank roll some projects (Azcarate & Balfors, 2013). Non-governmental organizations come across increasing workforce overheads or Programmes as well as scheme contributions that destroy the inept financial plan. Reliance upon bequests as well as gifts also diminishes their sovereign functioning in non-governmental organizations. When it comes to selecting which Programme activity to be piloted and effective interventions approaches to achieve Programme goals (Kiondo & Mtatifikolo, 2012). Non-governmental organizations managers are therefore beholden to be at the mercy of the donor and allow the donors to dictate where their resources are to be directed which can lead to financial upkeep in the long run (Dhakal, 2007).

Another challenge that non-governmental organizations management faces is that they may have constraints on the initiatives and interventions they cover. Most donor funds cover only direct Programme expenditures, and disregards the cost of maintenance peripherals over and above the other permanent expenditures undergone as a result of non-governmental organizations (Sera, 2010). Non-governmental organizations should find other ways of funding the recurrent expenditures in their budgets. The non-governmental organizations which currently aren't likely favored designate for support in their day-day activities come along challenges in excess of yet to come funding of their organizations Batti (2014)

underscores that if the obstacles the non-governmental organizations address are still around in decades to come, donors may withdraw or withhold supporting financially the entities. The unpredictability of donor subsidy makes it difficult for the non-governmental organizations management to plan and pursue their organization's goals and visions. This situation forces the non-governmental organizations to abandon or down size affected schemes but mostly fails in achieving the goals editing lack in proper forward preparation's increasing their primary undertakings and refining features of the Programme.

Therefore, the aforementioned perceived the modern non-governmental organizations management encounters the snowballing dare on the mobilization of resources which match or surpass daily running necessities. It's for these reason that an upsurge of in implementations costs while rivalry in this resources limiting the right room in attaining financial maneuvering of bequests and gifts (Sera, 2010). The defies dissuade non-governmental organizations and the legatees them from getting chockfull gratification. Corollaries of unrelenting continuation in non-governmental organizations. The big challenge for NGOs is to find out ways and means to achieve their financial sustainability without compromising their basic vision's and missions. In view to these challenges, there is no measurable way, put in place to meet the challenge. NGOs are very different in relation to their mission, philosophy, customers, projects, programs, skills, know-how and familiarity (Kiragu, & Njue, 2013).

For non-governmental organizations being utterly sovereign and independent of contributors is an appropriate object in place of all non-governmental organizations, while trying to increase finances to mitigate the day to day expenditures. NGOs find that the dependence off bequests as well as gifts, within diminutive term, remains an in appropriate methodology (Viravaidya & Hayssen, 2010). Therefore theses prudent meant for apiece non-governmental organizations managers in contemplate about different subsidy alternatives in addition to opt for almost exact mixed and balance of funds conscription, evenhanded for instance it is imperative for them to define the dire inventiveness besides putting into practice stratagems they should undertake (Sera, 2010).

Non-governmental organizations within the boarders of Kenya come about be subjected to a cringe in the scarce resources. Privation or insufficiency of ample aid distresses the day to day seriatim in the organizations, on the whole uncertainly if there are no staff remunerations for their services. The level of output drastically goes down incomprehensibly in these scenarios Dhakal (2007). Exceptional outcomes tips in organizational development can be in tandem with some financial motivation, which engages the employees to perform at their optimum best level. Many non-governmental organizations are downsizing

their employees. While others are closing down due to lack of resources for operation and running their programmes (Viravaidya & Hayssen, 2010).

An additional case situation that produces indecision in excess of contributor benefit intended for non-governmental organizations remains core stability in establishments. Inexact endurance of contributor subsidy, obliges non-governmental organizations of being nonexistent realities which makes it hard to expand the services offered as well as the quality Kiragu & Njue (2013). Most conventional slip-up non-governmental organizations give rise to be the heavy reliance or dependence on donor funding. Once the resources are depleted the non-governmental organizations fail to replicate or get the resources hence programmes are given in or dismissed. Therefore the big task will be to find the best suit or alternatives for the NGO to find commercial permanency, devoid of compromising in the general undertaking and vision of the organization at large. Achieving sustainability among non-governmental organizations remain quite a hard nut and very weighty defy in the circles of the professionals, campaigners, contributors as well as general philosophy predictors (Viravaidya & Hayssen, 2010). It exemplifies conceivably one paramount biggest impediments in non-governmental organizations which include World Food Programme (WFP).

World Food Programme assists 80 million people in around 80 countries each year, the World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience. The World Food Programme is the world's largest humanitarian agency fighting hunger worldwide. In emergencies, we get food to where it is needed, saving the lives of victims of war, civil conflict and natural disasters. WFP is part of the United Nations system and is voluntarily funded.

World Food Programme is currently facing an unprecedented funding gap, estimated at USD 3 billion, leaving 30 million men, women and children without the lifesaving assistance they need. To help close this gap, a new vision for private sector engagement is required. The proposed 2018–2022 private sector partnerships and fundraising strategy will mark the first time that WFP makes the strategic choice to invest in an ambitious private sector growth plan (Programme, 2018). In this regard, World Food Programme (WFP). Non-governmental organizations help to bridge the gap between the community and government by supplementing the government in providing services they can't deliver. This NGOs can be funded by the government for their noble cause. The unpredictable and harsh economic conditions, makes these altruistic donations disbursed by the ruler ship as bequests for the Programmes, reduces scope therefore in the venture benefactions, causes a decline in philanthropic determinations, reduce the incomes and inadequate volunteer involvement (Banks, Hulme, & Edwards, 2015). Consequentially it is of paramount importance to

note the resources availability and put up steps to bring them down in terms of usage. Figuring out how to garner more resources, equally human resources and financial resources will be a big contributor to the NGOs success (Kiragu & Njue, 2013).

NGOs involved in the development process have had insurmountable challenges in accessing sustainable funding to sustain their operations. In this context, this study assesses the sway of capital controlled by management and longevity of indigenous NGOs. This study critically reviews the available avenues civil society governance literature, and the challenges for raising of funds, such as NGOs, for efficient funding.

## 1.2 Statement of the Problem

At hand has been quite diverse researches done on this area of interest both in the corporate and academic spheres. (Ochieng, Mala, Mumbo, Aila, & Odera, 2012) researched on the problems as well as defines encountering the bankrolling of the indigenous Non-Governmental organizations in Kenya Kajiado county Isinya specifically. The study discovered that local non-governmental organizations acquired their funds mostly frequently from International Non- Governmental Organizations. The study asserts that weak resource base has remained a major challenge that has contributed to stagnated or collapsed of noble initiatives. It is on this basis that these research was done to analyze some of the encounters facing non-governmental organizations concerning raising of funds within (WFP). This inhibits the measure of local non-governmental organizations mediations. Batti (2014) reviewed challenges fronting non-governmental organizations in resource enlistment and concluded that they mainly heavily rely in the philanthropy of contributors in order for them to come up with the famed enterprises and Programme with the help of bequest, endowments and gifts. Further studies have been suggested since there is limited literature on how to maintain sustainability.

According to Okorley and Nkrumah (2017) established that the existence of non-governmental organizations can be better if they come up with and contrivance priority or response-determined programs, buttressed with virtuous governance, pellucidity, answerability, and guarantee to become acquainted with articulated requirements of the legateses.

World Food Programme, (2018) findings discovered that the sources of funds for NGOs by the donors are more every so often unsatisfactory in the catering for the necessities of ever escalating overheads of task enactment in addition to monitoring due to different factors. In the same research by World Food Programme, (2018) on the conclusions of marketing for fund raising amongst non-governmental

organizations in the country of Kenya were noted. These research ascertained firmly that the existence of a strong affirmative correlation amongst each echelons of aid in World Food Programme, and availability of funds. However, the scope to which local non-governmental organizations experience challenges in looking for funds and resources is undocumented and the issues are dynamic in different organizations. Absence of funds will strain the NGOs activities. Hence the need for this study.

### **1.3 Purpose of the Study**

The main aim of the research ensued towards finding out what defies face the non-governmental organizations in deployment of resources for administration in the attaché case of World Food Programme.

### **1.4 Research Questions**

The research questions were as follows;

- 1.4.1** What are the major key sources of NGO funds?
- 1.4.2** How do challenges faced by NGOs hinder most of their goals and objectives?
- 1.4.3** How sustainable is the funding of NGOs?

### **1.5 Importance of the study**

Research outcomes, conclusions and recommendations are reckoned towards the advance further several stakeholders in the space.

#### **1.5.1 Non-Governmental Organizations**

Conclusions from the research helps non-governmental organizations to realizing sustainable goals which are mostly long term. This research brings about stratagems of aid to organizations to better general standard in life expectancy in the societies through tending in the direction of native wants, giving alternative elucidations in the direction of challenges or situations which have existed over time. The most accurate indicator and effort will be to provide a lasting solution to the needs of the community at large. Non-governmental organizations can apply its financial resources which can be of use in implementing and starting up projects that are tailor made for the local communities.

#### **1.5.2 General Public**

Availing of resources for non-governmental organizations gives impetus to communal putting into practice of tasks which help the local specific peoples, native regime, commerce, institution, and additional interested parties. In this regard taking accessibility on the way to economic wealth has a positive relation to the lengthy tenure of sustainability in non-governmental organizations.

### **1.5.3 Donor Agencies**

Major conclusions of the research helps non-governmental organizations to develop a good and lasting connection by way of the contributors. The association supports non-governmental organizations on the efforts of subsidy inside frameworks in line with openness of working together. This factor is critical in spurring trustworthiness that is most indispensable in bequeathing deployment of aid. The relationship which is maintained at a personal level, is as well or good as the way a good corporate relationship should be maintained. The conclusions commencing from this research consequently points to the giver subsidy focused on non-governmental organizations by way of aptitude in implementing Programmes as per set parameters.

### **1.5.4 Policy Makers**

The key policy architects and different factions in the non-governmental organizations possesses crucial interests bestowed upon achievement of economic sustainability in this establishments. The research consequently reassures interested parties from Non-Governmental Organizations Co-ordination Board to gear up their determinations on advancement of formal advancement of thee non-governmental organizations. The non-governmental organizations create the realm as well as the universe as a whole the dwelling to be. Conclusions as of this research make sure that non-governmental organizations continue to grow and flourish.

### **1.5.5 Researchers and Scholars**

Results of this research remain of prominence within the circles of researchers and intellectuals. Outcomes facilitate scholars in developing exploratory elucidations and stratagems of spelling out the utmost important tactics of marshalling capitals for non-governmental organizations.

## **1.6 Scope of the Study**

These research remained restricted to World Food Programme (WFP) in the country Kenya. The study focused solely proceeding in dual expanses in operations: Activism, activism in addition to fundraising a position that aid enlistment remains most important. The research allotted surveys to unvarying and uppermost supervision workforce fellows employed by WFP. This research was carried out within Nairobi County the locale in which World Food Programme (WFP) offices are located. The period of study was as from September 2018 to October 2018.

## **1.7 Definition of Terms**

### **1.7.1 Capacity**

Capacity is defined as ability or skills set desirable in order to realize objectives, Whereas capacity development indicates in the direction of ways used to come up with this abilities (Sera, 2010).

### **1.7.2 Mobilizing Funds**

It remains an action of an individual otherwise a corporate persuading interested parties to donate or advance cash intended meant for a particular basis. Mobilizing remains the doings of or process of raising capital on the way to bank roll a charitable foundation otherwise an society Viravaidya and Hayssen (2010).

### **1.7.3 Non-Governmental Organizations**

Resource mobilization is an approach by which monetary in addition to nonfinancial capitals be situated and mobilized by both on the exterior or on the inside in sustenance institute undertakings (Gyamfi, 2010).

## **1.8 Chapter Summary**

The chapter tackles the context of World Food Programme (WFP) and the various cradles of capitals. These chapter make available intuitive material off the origins in addition to challenges faced by NGOs in sourcing of funds. The chapter similarly offers the research problem for instance brought out by the research disparities, the rationale of this research as well as the study interrogations there in. Definition of key terms used in the study. Chapter two presents review of literature on the study. The literature is reviewed based on the topic of the research questions highlighted in Chapter one. Chapter three depicts that the investigation methodology that was used inside the study. Chapter four represents the outcomes as well as conclusions and lastly chapter five discusses the research questions, findings as well as commendations of the research.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter analyses literature on the experiments faced by non-governmental organizations in enlistment of aid for bank rolling or providing the cash flows for their day to day running. The criticism of the literature attempts to come up with answers to the subsequent questions: What are the key sources of non-governmental funding funds? What are the challenges faced by NGOs in raising funds? What are the suitable initiatives for ensuring sustainability of NGO funds? The chapter precipitate is in the peripheral of the chapter.

#### **2.2 Sources of NGO Funds**

##### **2.2.1 Private Sector Funding**

According to Gyamfi, (2010), asserts that non-governmental organizations subsidy originates from three main arrays that is; the communal region, within person-producing yields, in addition to the set apart sector. Writers discovered that 10 out of each hundred in indigenous non-governmental organizations capital originates as of private bountiful giving; 43 percent comes starting from government sustenance and public zone disbursements, together with contributions and agreements; and 47 percent emanates from private levies and payments, frequently emanating from proceeds of their facilities or merchandises they have come up with. Gyamfi, (2010) is of the opinion that over dependence on sequestered sector subsidy can divert the benevolent establishments further starting self-philanthropic ways in addition to offers economical advantage using additional secretive segment business.

A study conducted according to Moy and Morant (2011), internal profits of an organization is a cradle of subsidy for charitable establishments founded to interpretation for an estimate 43 percent of the native non-governmental organizations aggregate aid. Private allotments all the way through singular, commercial as well as bases relation tally about 30 out of each hundred of indigenous non-governmental organizations grand income. Government monetary support is a key non-governmental organizations monetary supporter contribution up to 27 out of each hundred of the over-all non-governmental organizations takings.

A study of aid to native non-governmental organizations in the country of Uganda through Barr et al. (2005) found out conglomerate non-governmental organizations endowments expounded almost demi the grand aggregate subsidy. These cradle resulting from intercontinental non-governmental organizations



bequests are resource backing originating from two-pronged agreements and various supporters. Donations and contributions beginning home-grown governments remain to be third major cradle. These research is of opinion that the middling non-governmental organizations subsists towards be situated reliant off a non-aid revenue mostly for the reason they remain not probable in the direction of being a beneficiary of the resource bankrolling as of the recognized bases as transnational non-governmental organizations, two-pronged contributors' donations or bequests in addition to indigenous regime contributions and donations.

Barr et al. (2005) discovered that the local non-governmental organizations channeled little revenue from internal activities targeting stake holders of the organization. From the profits generated internally by the organization, the opinion of the authors is that only one third of the non-governmental organizations have set up and own their affiliated or subsidiary business whose profits are gathered to fund the non-governmental organizations initiatives. Barr et al. (2005) further found out that a very small number of non-governmental organizations make up the majority of the domestic non-governmental organizations enterprises. The different types of which are run by the Ugandan non-governmental organization fraternity are extremely varied, which consists of farming retail and farming being the most common. Profits from business, fees paid by the persons benefiting and other income sources are more important sources of revenue at large for small non-governmental organizations than for large ones.

Non governmental organizations consider economies with a healthy growth and a well to do private sector one of the major sources of financing and provision for resources for the NGOs. According to Markham and Fonjong (2015), the corporate establishments come up with a corporate social responsibility CSR goal to further their social justice, equity and economic development. Markham et.al 2015 identifies diverse sources of finances and donations but indicates that donations and finances may be good in the short term but be an oxymoron in achieving non-governmental organizations fund sustainability in the long term. Other corporate agencies are put up to be in partnership with non-governmental organizations in pursuit of joint profit-fronting projects.

According to Mathews (2017), non-governmental organizations get goods and services as financial resources from corporates and individuals for Programme set up and implementation. Donations are received in form of duty free goods and services to the beneficiary NGOs, and implements avail abled at a subsidized cost. The volunteers and interns as well are categorized in the same pool as donations and recognized as philanthropic actions. Matthews (2017) brings up an example of a medical nurse who volunteers, while on annual leave, to work with the Programme of the non-governmental organizations. If the nurse is not availed with any remuneration of tokens of appreciation for the volunteerism the nursing services are considered philanthropic to the project. If the nurse gets some lunch, transportation allowance,

costs incurred reimbursements or a tokens of appreciation for volunteerism, the nursing services offered are considered not to be free, but are way below the actual cost of the project for hiring nursing services on a contractual basis or permanent hire. On some instances the donation encompasses equipment, the market value of the equipment is taken to be the cost for the project.

Mathews (2017) explains that non-governmental organizations mostly depend on volunteers for Programme implementation. Most often the unpaid worker gets no remuneration from the non-governmental organizations although occasionally some payments for example stipends and tokens of appreciation are given as a gesture of payment. Majority of the local non-governmental organizations have no formal documentation to show the number of volunteers in a particular Programme. The amount of time each volunteer contributes to the Programme and the services provided by the said volunteers' results to the appreciation of the volunteers in the case of expansion or coming up with subsidiaries elsewhere.

Gyamfi (2010) gives a caveat that a Programme effected with the support of unpaid workers might emerge as being attractive and inexpensive. However, such information would be inaccurate in a situation for coming up with an exact Programme in a different context where there is lack of volunteers with similar attributes, credentials or qualifications as that of the former project. According to Mathews (2017), benevolent entities provide technical and financial resources to the non-governmental organizations; poor record keeping of donations from charities may not recognized or determine the credibility and feasibility of the organization projects and programmes.

### **2.2.2 Fees and Self-Generating Income**

Self-generating revenue aimed at non-governmental organizations consist of affiliation payments, levies and duties for service area which is of an economic in nature and proceeds from ventures made by the organization. Moy and Morant (2005) is of the opinion that contained by confines of a well-defined inhibitor, the non-governmental organizations are enabled to get involved unswervingly in economic ingenuities that are not included in taxation by the authorities. The outside sources originates from the main governments or establishments. In-house sources emernates starting from governments, corporation and profits from the business.

### **2.2.3 Public Sector Funding**

The civic segment make available several varieties of subventions to non-governmental organizations. Government subsidy comprises of a wide-ranging form of uninterrupted and secondary sustenance. A research by Marham and Fonjon (2015) brings it out that one-third of non-governmental organizations backing originates at governments by way of mixed possibilities for example contracting, grants and

government subsidies not excluding exemptions from taxation. Majority of embassies of advanced countries on behalf of their own personal agendas in under developed countries as well funds and provisions for the goings-on of native non-governmental organizations.

#### **2.2.4 External Funding for Local NGOs**

According to Andreas (2005), accessibility of worldwide capital cradles is usually central at the beginning phase of a local non-governmental organizations sector. Adding to this deliberations, Marham and Fonjon (2015) opined that local non-governmental organizations in Cameroon are for the most part capitalized from outside with the private section sustenance from wealthy person, government and contributions from public government sectors.

According to Fafchamps and Trudy (2006), in Uganda particularly grants constitute 80 percent of internal non-governmental organizations funding. In the English Cameroon, Marham and Fonjon (2015) agreed that reliance of non-governmental organizations on foreign funding gives different outcomes on the implications of bequests given for the non-governmental organizations continuity. With good faith, funding from outside channeled through state or indigenous non-governmental organizations gives strengthen a beneficial inter relationship. Funding of non-governmental organizations through indigenous non-governmental organizations has been pin pointed as giving the gateways for apprenticeship programmes, social services ventures and organizational development.

According to Andreas (2005) he singled in on a positive relationship between reliance of outside financing by non-governmental organizations being the most problematic in terms of long-term sustained sustainability and the development thereof a non-governmental organizations. Intercontinental contributors dwell on their personal missions and project super vision and implementation and manipulation, whereas the indigenous non-governmental organizations are compelled to mimic their necessities for them for their financial sustenance by the donors. Thus non-governmental organizations are forced to retort to the wavering wants of the indigenous association, the imaginative improvement of indigenous non-governmental organizations are inhibited by the homogenous valuation method of external governments and intercontinental foundations (Bolotaeva & Cata, 2011).

## **2.3 Challenges Faced by NGO in Raising Funds**

### **2.3.1 External Challenges**

Allard, Agrella and Martinez, (2008) explained that the global economic variances have come up with emerging economic inconsistencies coupled with alterations in form of breadth of the lack levels within the set-up of the 1<sup>st</sup> world and 3<sup>rd</sup> world scenarios. Viable forces promote the incapability by governments to conjure programmes that are social in nature. This insightful variances bring up new concerns on their agenda and the yet to come of voluntarism nature in a world wide world that wealth of quality services have depleted and the answers to universal scarceness and conflict carry on being a run-away ball.

#### **2.3.1.1 Donor Country Priorities Changing**

Non-governmental organizations face transcription of priorities from their donors hence organizations shift their cause or are not qualified to be short listed for the funds as they do not meet the donor's criteria of qualification. Parks (2008) came up with conclusion that non-governmental organizations faced difficulties whilst the majority contributors were altering precedence in the direction of economic enlargement and differently from the norm or the traditional way.

#### **2.3.1.2 Criteria being Used/Applied to Organizations**

The supporter's predilections recurrently changes as they evolve to be more and more discerning. One notices that diverse givers put dissimilar environments on assistance or donations, case in point pin point projects and works which could be in collaboration or sustained by the budgeted quota, at work with partners and collaborations with other interested parties, area coverage, sector and a suitably set up institute which has been in existence (Schneiker, 2016).

#### **2.3.1.3 Conditional Ties imposed by Donors**

The world is diverse so is the donor shphereit is ever changing, the funding criteria is as well dynamic. Donors are often employing crowd funding for non-governmental organizations to put attention on government establishments and therefore the non-governmental organizations mostly contending for the similar resources with the government societies which consume monies and capability to marshal for capitals Bryman (2012).Moutard (2013) is of the opinion that restrictions imposed on organizations for example disengaging them from participating with another donor within the period they are funding the organization also affects non-governmental organizations from increasing their traditional donor sources diversifying their donor sources.

#### **2.3.1.4 Political Influence and Interference**

Government policies by governments and ever changing political issues are renowned by Frostenson (2013) to make the bulk of inflexible red tape in place of non-governmental organizations rallying resources on the outside. On some instances of political unpredictability, contributors do not disburse resources or they cut down as well as enforce austere measures to the NGOs. According to Gymafi (2010), Government outlook and attitude of non-governmental organizations are tainted in majority African countries and while other establishments have come about to be labeled by governments to being an enemy of state. This circumstances have caused some damage in the past resulting to deregistration and limitations for fund sourcing from foreign donors in Ethiopia.

#### **2.3.1.5 Rules and Regulations within a country for Accessing Government Funds**

The regulations and rules that govern gain access to and make a claim for government funds and financial resources brand it problematic for officialdoms to right to use resources. Presently in Kenya, the guiding principle of aiding one CBO or non-governmental organizations bi-annually, per partition it demands an hindrance to the source of empowerment meant for non-governmental organizations (Caesar, 2015).

#### **2.3.1.6 Donor Prejudices**

A believable record by NGOs can be used to access funds and resources from the international donors. Occurrences of funds or resource misappropriations are deliberated serious as contributors engage within themselves on the doings thus, a fantastic track record is critical. According to a publishing by Irin (2008) many emergent establishments face the contest of non-recognition and donors don't release the funds as they are not in possession of the institute capabilities or any known record.

#### **2.3.1.7 Natural and Manmade Occurrence**

Natural disasters occasionally divert donor funding to do relief work initiatives and most local non-governmental organizations do not have the capacity or expertise to perform relief projects and at this time fewer funds are directed to the usual development Programmes (Kim & Nunnenkamp, 2014). In the countries where conflict is being experienced there is a sharp decrease in the funding for the NGOs as the donors normally withhold funds and resources, As it is often presumed that the funds will be diverted to buy weapons as a result it difficult to achieve results in such areas Banks et al., (2015).

### **2.3.1.8 Competition from “Political NGO”**

Non-governmental organizations are in one way or another associated or associated with political interests in their countries leading to lobbying development agencies for funding to 'end poverty' in their poor countries thus, those with no political connotation do not access the required resources to support sincere cases of education and poverty (Ulleberg, 2009).

### **2.3.1.9 Competition among NGOs in the Same Sector**

Resource replication is pointed out in the operations of non-governmental organizations. An example, is where there are several non-governmental organizations in a particular geographical area, and all deal the same related services, while other areas require the same resources and financing. This brings about rivalry among the non-governmental organizations instead of coming together and mostly this are not the key areas of focus by the donor Sheate & Partidário (2010). The matter of increased competition between the established NGOs which are quite well known against the very new entrants. This poses a great challenge to the new NGOs. The scenario puts the emerging NGOs in an awkward position, in competing with the already established NGOs for the minimal flow of aid or donations. (Aldashev & Verdier, 2009).

### **2.3.1.10 Type of Networks Involved**

Non-governmental organizations connections, participation and activities may hinder their resourcefulness to mobilize and get access to resources. Mainly for the reason that some linkages and connections aren't well structured and therefore organizations lack visibility, familiarity and access to new ways for resource or funds mobilization. Occasionally, the links that the non-governmental organizations joined have no value add to their determinations for resources mobilization (Forum, 2009).

## **2.3.2 Internal challenges**

Additionally, NGOs have internal challenges on implementation of projects. It is expected of them that the non-governmental organizations initiate, design and implement projects that can be surmounted up by donors and governments.

### **2.3.2.1 Capacity Limitation within Organizations**

Retardation in capacity, limitation within home-grown non-governmental organizations in terms of human capital and due to having sufficient working members then to following appropriate funding or resources remains vague to many (Carmin, 2010). For example in Czech Republic, Hungary, Poland and Slovakia in, it was noted that the NGOs in operation in one cluster was crowded due to the same area of concentration. Mostly in environmental conservation and education to the community. Approximately 50

CBOs accounted for one sample size which was populated in one area but operated differently that is operated locally and international (Carmin et al., 2010).

#### **2.3.2.2 Accountability and transparency**

Majority of the organizations fall short in two areas anchor of best governance, specifically; transparency and Accountability. non-governmental organizations at times don't meet the necessities that are imposed on a particular country or the donors legal system, regulations that have been set up and in turn makes them loose public trust Viravaidya and Hayssen (2010), Majority of organization's lack critical financial management, ensure they consistently earn stake holders trust (Rob Gray, 2005). NGOs have been often accused of lack of remittance of the taxes and paying exorbitantly the chief directors. This kind of allegations leveled against NGOs brings about measures which are imposed to cut donations or aid to such organization's (Carmin et al., 2015).

#### **2.3.2.3 Founder Syndrome**

Non-governmental entities encounter governance syndrome. A situation where the forefather or owners influence and oversee the operations of the association with very minimal input from other staff (Kiragu & Njue, 2013). A scenario where the board chairman will not allow the member to make decisions on resource mobilization. Consequentially they are neither willing to learn new approaches in a dynamic environment (Viravaidya & Hayssen, 2010).

#### **2.3.2.4 Inadequate Strategic and Operational Plans**

Local non-governmental organizations do not have structured mission and vision statements for their organizations which helps to spell out the strategic direction of the organization. Strategic plans developed by non-governmental organizations are for donors and they flop to negate or replicate the actual wants to be encompassed by the interested party (Ulleberg, 2009).

#### **2.3.2.5 Inadequate Networking Skills**

Networking is one of the most commonly used term by the NGO sector. Viravaidya and Hayssen, (2010) opined a large non-governmental organizations could broaden the breadth of key funding resources rather than the minor domestic non-governmental organizations due to the already simply detectible reputable names, logos, trademark and methodological abilities which are critical. According to Ulleberg (2009) externally, larger non-governmental organizations have a variety of significant network connection with the donors. Normally, it is useful that large non-governmental organizations have a larger obligation for seeking other sources of funding given the high sustenance services and other costs associated with large



projects Programmes. Small non-governmental organizations that do not have networking skills are labeled as major competitors for resources and other than working together towards common interests of the community. According to Sera (2010) most contributors are looking for to account for organizations that are in linkages or working conjunction with other organizations.

#### **2.3.2.6 Inadequate Awareness on Available Opportunities**

There are many opportunities that exist, which many NGOs lack to exploit due to lack of information or awareness that some opportunities exist. Beverly, Galama, Anneke, and Tongeren, (2012) opines that the government funds which are accessible were not retrieved by the civil society due to insufficient cognizance about the accessibility and the processes required to admittance to the funds. On the contrary, non-governmental organizations that are aware about the available chances to come up with funds brought up the generation of profits from various activities. Viravaidya & Hayssen (2011) pin point environmental non-governmental organizations that facilitate tourism businesses and as well publish nature books alongside co-creators of eco-enterprises minting profits and backup environmental awareness. The non-governmental organizations vend a variety of promotional objects so as to get revenue while at the same time propagates information about the organizational mission statement.

#### **2.3.2.7 Governance**

Non-governmental organizations in a majority of countries don't have in place effective governance structures and if there is a board, they are very effective in giving a concrete strategic leadership in making sure resources are mobilized. Mercer (2002) argues that boards are anticipated to offer supervision and supervision to the various activities of the non-governmental organizations, however many NGO boards are not sentient of their roles in resource mobilization, non-governmental organizations do not have governance instruments for example constitutions, policies and guidelines and this tends to put off the would be donors (Ulleberg, 2009).

#### **2.3.2.8 Minimal Communication and Branding**

Majority of non-governmental organizations are unable to communicate efficiently on their visions, missions, goals and general outcomes. Altogether the restriction to communicate effectively translates to poor visibility of the organization and they are not able to effectively market their Programmes or initiatives (Viravaidya & Hayssen, 2010). In the long run, it ultimately has an impact on their mobilization of resources. Many a times organizations forgo the chances of getting resources as donors and stakeholders are not informed of the presence of the organization within the area, sector or country at large (Ulleberg, 2009).



## **2.4 Sustainability of NGO Funds**

### **2.4.1 Membership Services Development**

The non-governmental organizations work to create, expand and strengthen their membership. According to Rob Gary (2006), non-governmental organizations use their properties to develop all-inclusive mission driven affiliate service packages to bring in and sustain the members and get funding from membership subscription fees. While membership payments will likely be just one part of the organization fundraising activities, they can exemplify a regular and secure continued source of income. As the donors may be motivated to enhance their giving when they are conscious of the impact of their donations, the members of an organization will contribute dues if they are made to know of the benefits that membership provided for them.

### **2.4.2 Government Funding**

It is one of the major fund sources for International Development non-governmental organizations together with private funders through investments and cooperate grants. Government funding can distress an organizations independence and the tractability of operation if it reports to the government, potential limiting its commitment to poverty lessening as well as its liability to the public (Blog & Policy, 2014). An obviously contemplation when a non-governmental organization receives corporate or government funding is how this affects their capability to be precarious of, either government policy corporate interest or their practices. Thus for institutions that need to be fully independent will turn down such kind of funding. However, non-governmental organizations which are privately funded or receive grants from a philanthropic organization are not immune to the interest of its funders. In such a case, boundaries can exist in conditions of how non-governmental organizations project funding needs are intertwined with the funder's interests. Fundamentally, non-governmental organizations are accountable to their funders and donors (Mercer, 2002).

### **2.4.3 Social Enterprise/Fee for Service**

One of the tools adopted by non-governmental organizations to mobilize funds is the social enterprise (SE) Gray (2005). Social enterprise is in the least socially responsible income-obtained activity whose proceeds is used to funding the organization's mission (Blog & Policy, 2014). This is an emergent financial diversification methodology used by the non-governmental organizations to earn an income from a profit based business. Social enterprise fee for service technique improve non-governmental organizations capacity to include for- profit business planning not excluding planning in marketing, finance, production, human resource and operations to come up with full-fledged profitable enterprises for example micro credit company or simply a profit-making activity for example a fee-based training system. Profits accrued from

these endeavors build up a non-governmental organizations discretionary financial assets that can be used to fund non-governmental organizations institutional costs, future investments, new products and services. In 2004, foreign non-governmental organizations were able to shore up their funding to 80 percent through social enterprise (Gray, 2005).

#### **2.4.4 Public/Private Partnership (PPP) Development**

According to Gray (2005), the technique of funding focuses on construction of the capacity of non-governmental organizations to enter into joint predetermined fee-based partnership with the public or the private sector with established business or governments entities to convey out reciprocally beneficial service to the community at large. Contracting business partnerships with the government and corporate organizations are an obvious choice for non-governmental organizations as they include leveraging perceptible and imperceptible assets that can be useful to those sectors holistically. With ever changing and coming up of the Corporate Social Responsibility (CSR) and Social Partnership Programmes, PPP improvement is a huge, virtually unexploited market of future non-governmental organizations financing. As a result of this method, there is concentrated competition among local non-governmental organizations to procure a partner, because having a partner is critical to accessing funding (Stoianova, 2013).

#### **2.4.5 Traditional Fundraising**

This type of fundraising is normally replicated from the international donor community. Private foundations, multi-lateral institutions and government agencies are the major funders of NGOs Moy and Morant (2011). A grant proposal is necessary for most of the grant donors in order to effect the grants. At the very beginning the organization has to learn about its own proposal procedures and their specific criteria. Getting to know the critical steps to its funding process helps them in their efforts for fundraising. The underscoring factor of this process is that local funders are normally more open to supporting developing or local groups, whereas the larger international funders have a tendency to emphasis on well-established mid-sized or larger organizations (Mueller-Hirth, 2012). Some of the local donors are religious organizations, foreign embassies or consulates, or local branches of government.

Traditional fundraising Programmes normally focus on individual donations, telemarketing, internet giving bequests, direct marketing campaigns, and one time-recurring fundraising events. Traditional fundraising Programmes are of late starting to garner collaboration although they are times overshadowed in the developing countries because of lack of historical individual philanthropy (Gray, 2005). In light of this there is a decrease in international donor support for non-governmental organizations. Therefore the need for the local non-governmental organizations to discover other methods of fund raising. The traditional methods

as described above are not most sustainable. Local non-governmental organizations therefore should look for ways to assimilate market oriented methodologies and non-profit financial branching out strategies into single comprehensive non-governmental organizations financial sustainability procedure (Gray, 2005). Emerging from the fore mentioned, if local non-governmental organizations can elegantly develop specialized profit-making ventures or strategies that can lead to long term and future financial growth. Local non-governmental organizations will be able to gather greater support from stakeholders .This will be done suitably and break their constant dependence on international donors who often have their priorities when giving aid (Moy & Morant, 2011).

#### **2.4.6 Maximize Utilization of Assets and Facilities**

Alan fowler argues that, a non-governmental organizations in Romania offer health services that are mobile and let out the mobile vehicles to different factions. Sera (2010) observed that as long as the business is legitimate, there is no argument put off the non-governmental organizations from being tied up in business endeavors that are totally discrete to its core. Several non-governmental organizations can let office space and other services to interested parties. Sheate et al (2010) state that the propulsion for the business comes from persona non grata or advocate of the non-governmental organizations. Sheate (2010) argues that business models include; Foremost, a contribution of computer that turns the non-governmental organizations to be king, secondly, a donation of computer units that makes the non-governmental organizations to be an information technology, internet or e-mail service provider and lastly, the non-governmental organizations can take gain of their opportune locations to open up restaurants and mini-markets serving the clients around them.

#### **2.4.7 Resource Mobilization**

Resource mobilization efforts of organizations are focused on fund raising from international institutional donors. If organizations desire to diversify their sources of resources, they may have to revise their current approaches, which are only focused on attracting external grants and accommodate options of sourcing resources from businesses and individuals. Organizations in their bid to diversify funding resources will need a paradigm shift to tap into corporate philanthropy and individual donors. According to Irin, (2009) Fifty one percent (51%) of humanitarian funding for 114 NGOs came from private sources and it also cites that Medicines San Frontier (MSF) received 86% of its funds from private sources. Private sources allow organizations to respond quickly and they have fewer restrictions. According to Alan (1995), organizations should also consider recruiting individual supporters as it is worthwhile as they come with few strings attached. While grants from a foundation maybe much more than from individuals, but they may

come with many restrictions. Corporate social responsibility is an emerging field in many African countries and gradually catching up with.

The role of non-governmental organizations as actors in development, the issue of local NGOs' sustainability remains a major concern in many developing countries such as Ghana. A study by Okorley and Nkrumah (2017), the key factors that can influence local NGOs based on a Ghanaian case study. The research used a combination of quantitative and qualitative research approaches. The study found that the obtainability of funds, quality material resources, helpful leadership, development of needs-based and demand-driven programmes, and efficient management can have a significant influence on the sustainability of local non-governmental organizations. Significantly, leadership emerged as the most critical item to organizational sustainability of local non-governmental organizations. Consequentially, the obtainability and quality of quantifiable resources for work were slightest critical to local non-governmental organizations sustainability, though they were all quite important. Non-governmental organizations can come up with several ways to make sure of their sustainability. It includes the writing a good needs-based and demand-driven task proposals, making sure transparency and accountability, leadership training and lobbying for resources and financial funds, largely locally.

The relationship between donor funding and financial sustainability of non-governmental organizations in Uasin Gishu County, Kenya. The findings of the study showed that there was a positive correlation between donor funding and financial sustainability of the NGO's in Uasin Gishu County (Mbuya & Osodo, 2018). Improved financial sustainability could be achieved as a result of diversifying sources of funds, retaining qualified staff and improving governance practices and organizational capacity. Therefore, it was recommended that NGOs should limit overdependence on donor funds and indeed focus on establishing income generating activities and venture into multiple sources of funds for their projects; this would improve their financial sustainability (Mbuya & Osodo, 2018).

## **2.5 Chapter Summary**

The chapter appraised literature on the challenges faced by non-governmental organizations in mobilization of funds for operation. Fore sections of the study examined literature on the source of funds non-governmental organizations. The second section examined the challenges faced by non-governmental organizations non-governmental organizations in sourcing for funds and the third section established the strategy for effective sustainability of funds raising for the operations of non-governmental organizations. The subsequent chapter presents research methodology implemented by the researcher.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The study investigated the contests faced by non-governmental organizations in mobilizing of funds for operation. The different methods, under takings and processes the researcher implemented in conducting the research in order to tackle the research question linked and exhibited in the chapter one is presented in this chapter. It is structured as follows: research design, population and sample, data collection methods, sampling design and sample size, research procedures, data analysis methods and the chapter summary.

#### **3.2 Research Design**

The study used a descriptive survey research design with a cross-sectional approach. A descriptive research design is used when the problem is well defined, and the researcher knows something about the problem. A survey involves studying a situation as it is, in an attempt to explain why the situation is the way it is (Wiersma, 2009). This design allowed for accounting and adequate descriptions of activities. The design type not only offers descriptions and explanations, but also identifies and predicts relationships in and between the variables of the study (Mugenda & Mugenda, 2003). A Cross-Sectional approach was used to collect both qualitative and quantitative data from the respondents. The approach is relatively fast and inexpensive because it provides self-reported facts about respondents, their feelings, attitudes, opinions and habits (Kombo & Tromp, 2006). Survey design enables researchers to make accurate assessment, inferences and relationships of phenomenon, events and issues (Kasomo, 2006).

#### **3.3 Population and Sampling Design**

##### **3.3.1 Population**

Population refers to the complete assemblage of elements around which one requires to make inference (Cooper & Schindler, 2007). This research's target population consists of the workers of WFP. The study population is outlined and all the persons in employment with WFP and have a definite classification and premises where they function. The population of interest are the employees of World Food Programme who are involved in the management of donor funds. The organization has 50 employees that deal with the management of the funds.

##### **3.3.2 Sampling Design**

Sampling design is a working plan which specifies the population frame, sample size and selection, and estimation method in detail. The objective of the sampling design is to know the characteristics of the population (Foy, Rust, & Schleicher, 1996).

### **3.3.2.1 Sampling Frame**

Sampling denotes to the portion selected from population to denote the whole group or population (Chen, 2011). Sampling is preferred in decreasing the span of time prerequisite to complete the research, it brings down costs and is considered very manageable. The sample is conversely a replication of the overall population. Presentation of sampling enables a higher accuracy on the census. Gathering data from sampled less case simply means that the researcher is capable to gather the necessary information that is comprehensive to the study (Malhotra, 2007). The sample frame of the study included all the employees of World Food Programme who consisted of operations and general staff for the organization.

### **3.3.2.2 Sampling Techniques**

This study assumed the use of stratified sampling techniques sampling techniques as suitable. The data was stratified in two clusters consisting of Operation Managers and General Employees. Cooper and Schindler, (2007) argues that the benefit of this *modus operandi* as; collective the statistical efficacy and provide the data for several sub-data analysis. Stratified specimen technique guarantees the collection of the research respondents with appropriate information to compact with the research questions.

### **3.3.2.3 Sampling Size**

According to Saunders, and Thornhill (2000), defines sample size as a section of a part that characterizes the larger whole. Since the population of this study is a census all employees within the organization were sampled out to give out the relevant information for the topic.

## **3.4 Data Collection Methods**

Malena Henrik, and Lindblom, (2002) elucidated that the two main groups of data, primary and secondary data. To accomplish the anticipated study objectives, primary data was required. The primary data was gathered using a structured questionnaire affixed as appendix A. The said questionnaire had three main sections: the first section prodded the respondent's demographics; the second section investigated the challenges encountered by the non-governmental organizations in mobilizing resources and the third segment delineated the strategies that can efficiently be put into place to prevail over the challenges in mobilization of funds in the operations of the non-governmental organizations.

## **3.5 Research Procedures**

At the beginning of data gathering, with the consent granted, the researcher then oversaw the target workers with the questionnaires, assisted by a research assistant by means of the drop and pick later *modus operandi*. The technique of questionnaire management was necessary bearing in mind the nature of the research which was prerequisite for expert comprehension on the challenges and complications faced by

non-governmental organizations in mobilization of funds for undertaking and for the contributors to put in place suitable and satisfactory reactions as expected from the research questions. Follow up on the filling of the questionnaires was done using e-mails and goggle forms in an effort to achieve a high response sequence.

### 3.6 Data Analysis

The data was examined using Statistical Package for Social Sciences (SPSS) program. To aid the analysis, the questionnaire was primarily coded according to each and every variable of the study. The exploration and explanation applied both the descriptive and inferential statistics. According to Mugenda and Mugenda (2012), descriptive analysis comprises of a process of converting raw data into charts and tables, with frequency distribution percentages, which are a critical part of understanding and making logic of the data. In this research, the descriptive statistics was used to describe the study variables. Inferential statistics together with correlation analysis was expended to determine the relationship between the variables. The regression mode of the study was as follows;

$$Y = a + \beta x_1 + \beta x_2 + \beta x_3 + e$$

**Where Y** = Mobilization of NGOs funds

**a** = Constant (Regression coefficient)

**X<sub>1</sub>** = Sources of funds,

**X<sub>2</sub>** = Challenges,

**X<sub>3</sub>** = Sustainability of funds,

**e** = Standard error

**β<sub>1</sub>, β<sub>2</sub>, & β<sub>3</sub>** = one Beta

### 3.7 Chapter Summary

This chapter highlighted research deign, a survey research design, the population in the study consisted of workers at WFP in Nairobi, camps and specifically Kenya. The sample size selected exclusively employees. The data collection methods comprised primary data collection by using questionnaires. The Research processes involved conducting a pilot study to confirm the dependability of the researcher instruments and to enlighten the purpose of the study to the respondents. Research data was examined using quantitative techniques. Chapter four presents result and findings of the study.



## CHAPTER 4

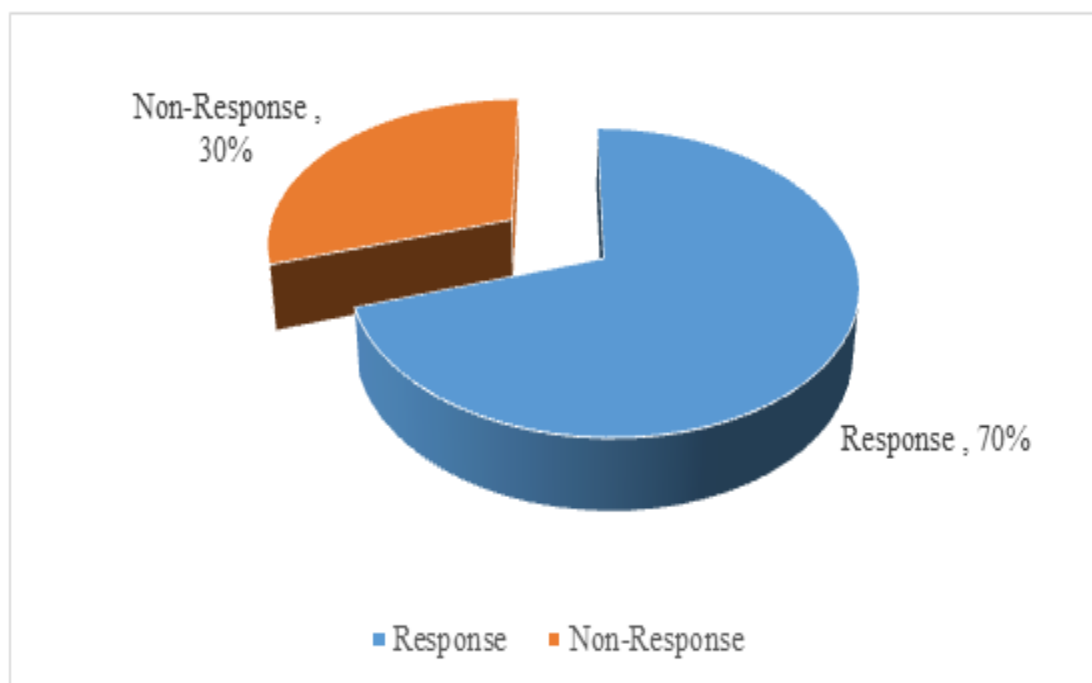
### RESULTS AND FINDINGS

#### 4.1 Introduction

This chapter gives detailed analysis of data collection, editing, coding, classification and tabulation, and analysis of the findings. The purpose of the study to investigate the challenges faced by NGOs in mobilization of funds for operation. Statistical packages for social sciences software was used to code, classify and tabulate the findings in form of frequency distribution and percentages and present the findings in form of frequency tables, mean and standard deviation, pie charts and bar graphs. A summary of findings is given at the end of this chapter.

##### 4.1.1 Response Rate

Fifty questionnaires were distributed out of which thirty-five were successfully filled and returned. This was equivalent to 70% response rate. The Figure 4.1 shows the response rate of the employees.



**Figure 4.1: Response Rate**

**Source: Researcher (2018).**

#### 4.2 General Information

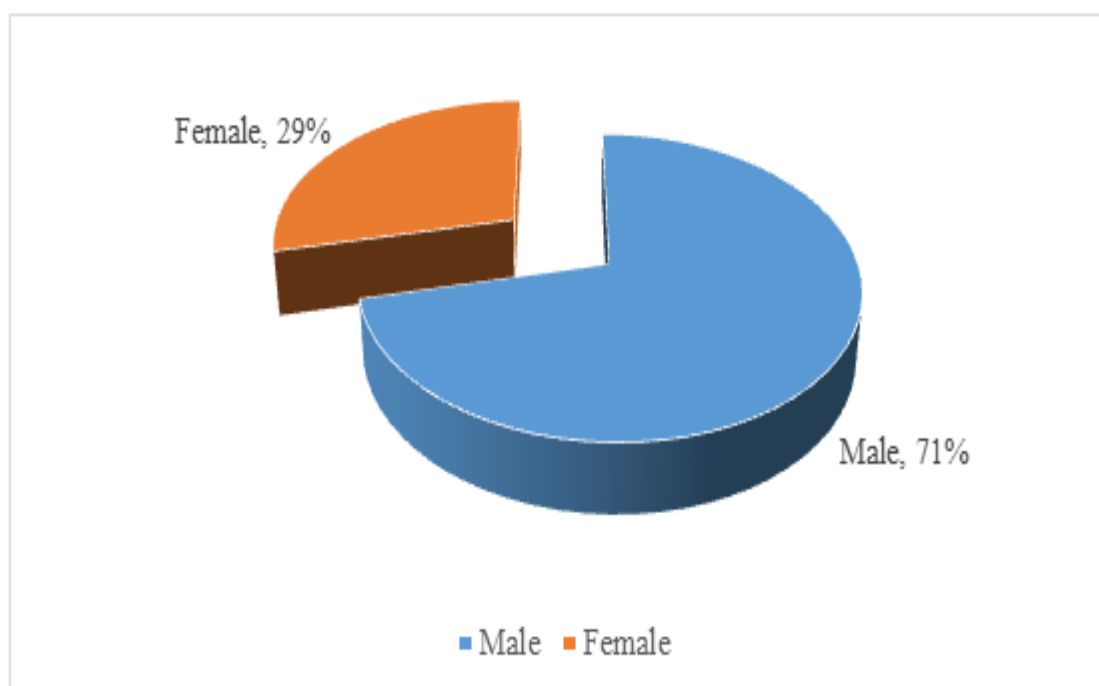
The findings are presented in four sections. The first section presents a descriptive analysis of general information such as gender, age range, education level, managerial level, years of experience in the



organization, and whether the employees are responsible for funding in the organization. The second section analyzes the key sources of NGO funds. The third section presents challenges faced by NGOs in raising funds prevent them from fulfilling their goals and objectives and the fourth section is concerned with the sustainable is the funding of NGOs.

#### 4.2.1 Gender of Respondents

The distribution of respondents by gender as shown in Figure 4.2. The findings indicate that male employees accounted for 71% of the respondents whereas 29% of the respondents were female. Therefore, majority of the respondents were male. Therefore, the organization should consider to employee more women in the organization to have a balance of gender.

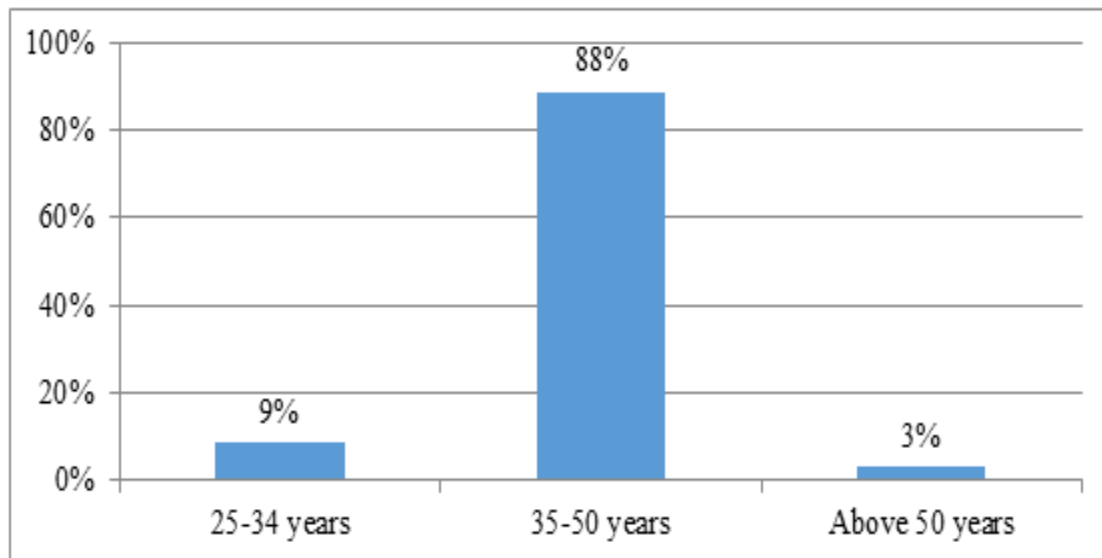


**Figure 4.2: Gender of Employees**

**Source: Researcher (2018).**

#### 4.2.2 Age Range

The study sought to establish respondents' distribution by age. Figure 4.3 shows that 9% of the respondents were in the age range of 25 to 34 years whereas, 35 to 50 was 88% and lastly 3% of the respondents were aged 50 years and above. Therefore, majority were in the age range of between 35 to 50 years.

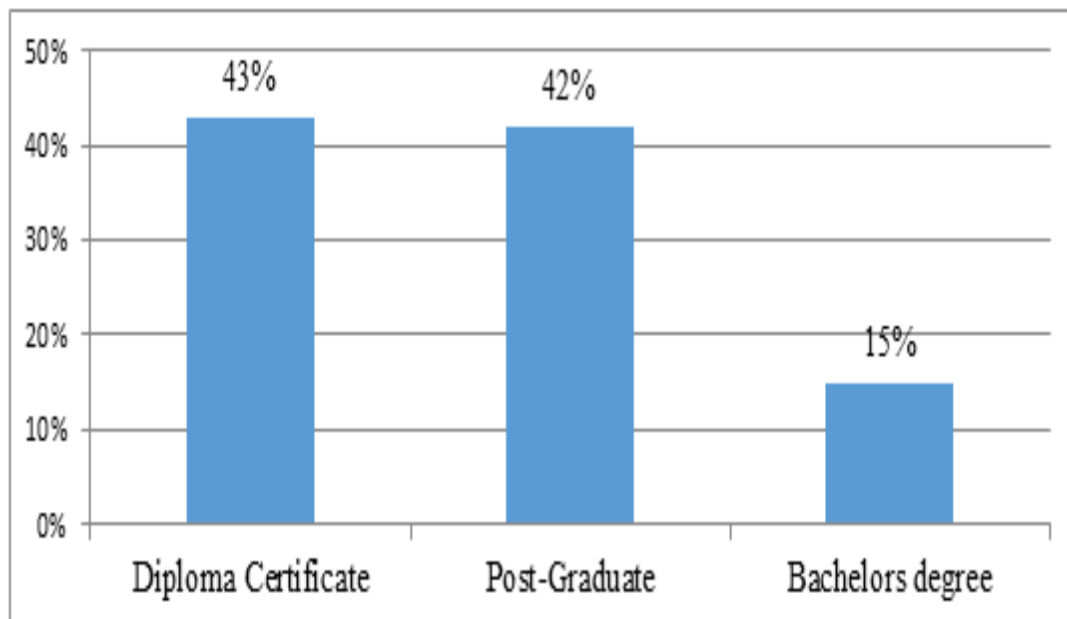


**Figure 4.3: Age of Respondents**

**Source: Researcher (2018).**

#### 4.2.3 Education Level

The study sought to establish the highest education level. Figure 4.4 shows that 43% of the respondents had diploma certificate, bachelor's degree was 15%, and post-graduate accounted for 42%. Therefore, employees were able to give reliable information concerning the understanding of the study.

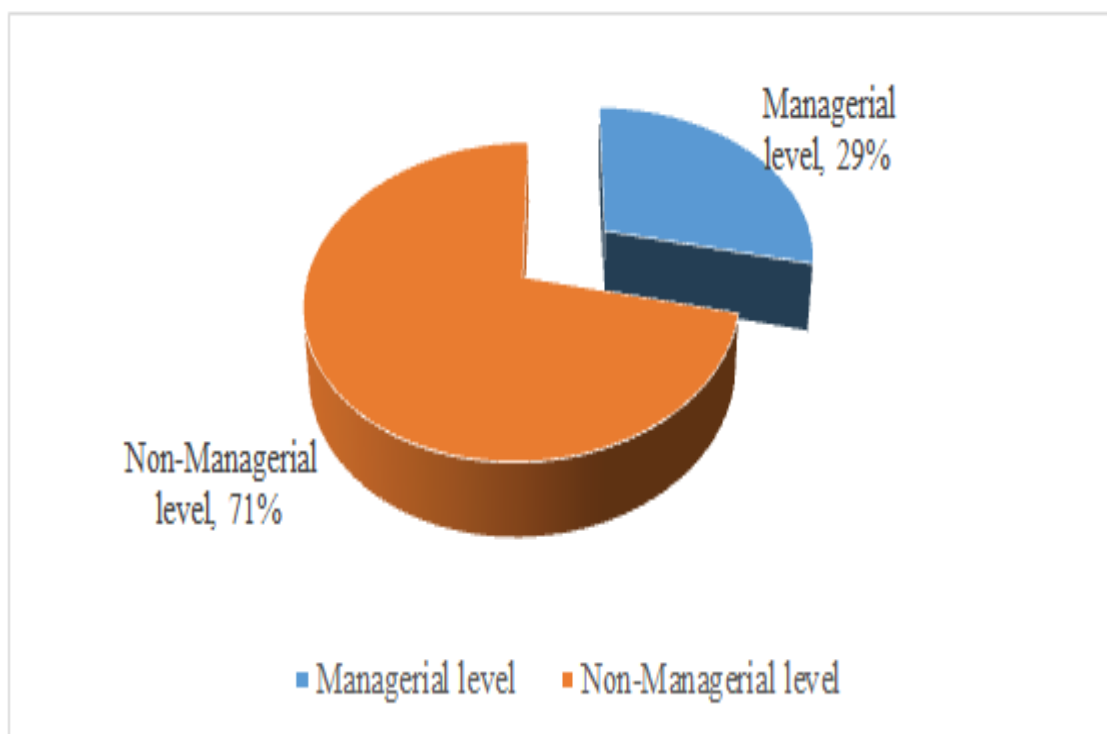


**Figure 4.4: Educational Level**

**Source: Researcher (2018).**

#### 4.2.4 Managerial Level

The study sought to understand the managerial level of the employees in the organization. From the findings majority of the employees had non-managerial level at 71% while only 29% had managerial positions in the organizations. The findings are represented in the Figure 4.5 below on the managerial level of the employees.

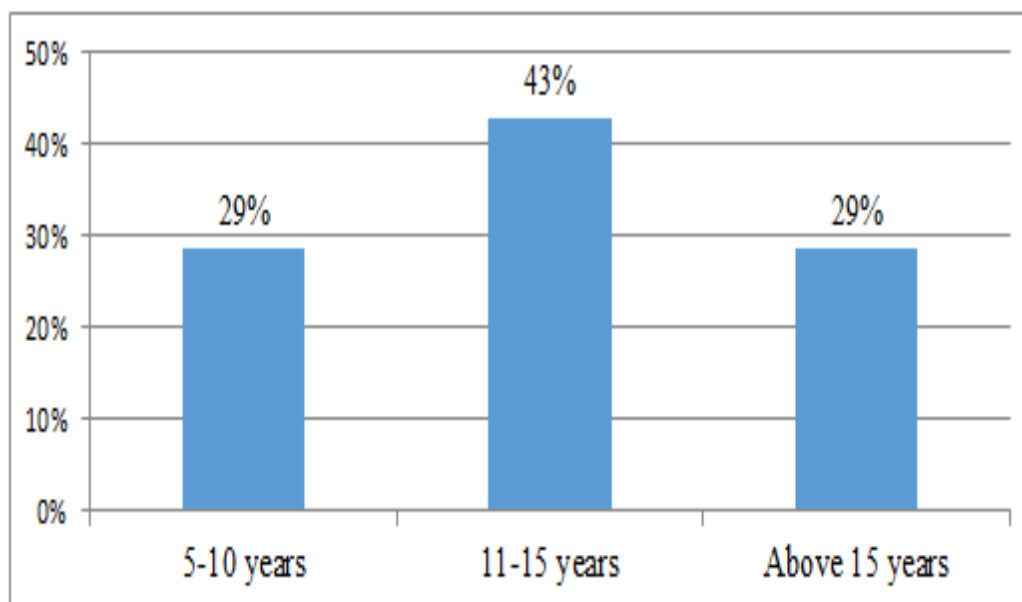


**Figure 4.5: Managerial Level**

**Source: Researcher (2018).**

#### 4.2.5 Work Experience

The study sought to understand the work experience of the employees in the organization. The findings revealed that majority of the employees have worked in the organization between 11 to 15 years in which it was represented by 43%, between 5 to 10 year it was represented by 29% and above 15 years was 29 years. The Figure 4.6 below shows the work experience of the employees in the organization.

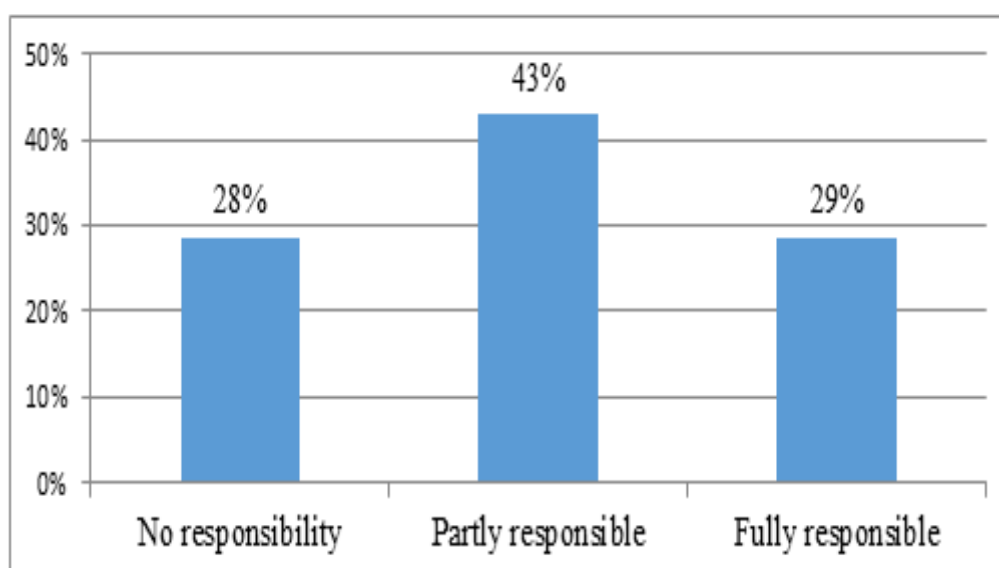


**Figure 4.6: Work Experience**

**Source: Researcher (2018).**

#### 4.2.6 Responsibility for Funding

The study sought to understand the extent for responsibility for funding in the organization. The results indicate that 28% showed they had no responsibility, 43% showed had partial responsibility for funding and lastly 29% indicated they have full responsibility for funding in the organizations. The Figure 4.7 below shows the summary of the responsibility for funding in the organization.



**Figure 4.7: Responsibility for Funding**

**Source: Researcher (2018).**

### 4.3 Sources of NGO Funds

The study sought to understand the key sources of non-governmental organization for the world food program. From the findings of the study government contributions had the highest mean of 4.429 and standard deviation of 0.739 which meant that most of the funds are contributed by the government while exemptions from tax had the lowest mean of 3.000 and standard deviation 1.627 this indicates that it does not contribute much of the funds towards the NGOs. Private sector towards corporate social responsibility where the mean was at 3.143 and standard deviation was 1.264 indicating that it receives some funds from the private sector. The variable on the member fees had a mean of 3.857 and standard deviation of 1.141 was reported.

The organization also receives income generating activities where a mean of 4.000 and standard deviation of 1.085, on the receiving the grants where a mean of 3.714 and standard deviation of 1.506 was reported. Most of the employees who were asked on the other source of funding they indicated that they receive from individuals willing to help where a mean of 3.857 and standard deviation 0.648 was realized and the also the business income a mean of 3.286 and standard deviation of 1.296 was reported.

The organization also contacts fundraising campaigns in which a mean of 3.429 and standard deviation of 1.614 in which it meant that employees agreed that they also contact the fundraising. The organization receives donations from other funding agencies where a mean of 3.286 and standard deviation 1.775 and a gift from the potential donors in which a mean of 3.286 and standard deviation 1.601 was reported.

The employees agreed that they also receive from private charities in which a mean of 3.857 and standard deviation 1.264 and the foundations in which a mean of 3.857 and standard deviation of 1.004, and lastly, they agreed that they also receive from international donors where a mean of 3.286 and standard deviation of 1.775 was reported. The Table 4.1 indicates the key sources of NGOs funds in Kenya.

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Private sector CSR.	35	3.143	1.264
Member fees.	35	3.857	1.141
Government contributions.	35	4.429	0.739
Income generating activities.	35	4.000	1.085
Grants.	35	3.714	1.506
Individuals willing to help.	35	3.857	0.648
Business income.	35	3.286	1.296
Fundraising campaigns.	35	3.429	1.614
Exemptions from Taxes.	35	3.000	1.627
Donations.	35	3.286	1.775
Gifts.	35	3.286	1.601
Private charities.	35	3.857	1.264
Foundations.	35	3.857	1.004
International donors.	35	3.286	1.775

**Table 4.1: Key Sources of NGO Funds****(Source: Researcher, 2018)****4.3.1 Normality Test**

The results in the Table 4.2 and Table 4.3 shows results for Kolmogorov-Smirnova and Shapiro Wilk tests which were done to check for normality of mobilization of funds for NGOs. A 99% confidence interval was used when carrying out the test. In this study, descriptive statistics of skewness and normality test results using both K-S and Shapiro-Wilk tests failed the test. The skewness for the data variables was -0.0529. The p values obtained from the K-S test results were found to be  $>0.01$  for the tested variable. The p values obtained from the Shapiro Wilk test results was found to be  $<0.01$  for mobilization of funds.

	<b>Skewness</b>	<b>Std. Error</b>
Mobilization of funds	-0.529	1.3072

**Table 4.2: Skewness Statistics for Mobilizations of funds****Source: Researcher (2018).**

	Kolmogorov- Smirnova			Shapiro-Wilk		
	Statistic	do	Sig.	Statistic	do	Sig.
Mobilization of funds	.259	30	.000	.871	30	.000

\*. This is a lower bound of the true significance.

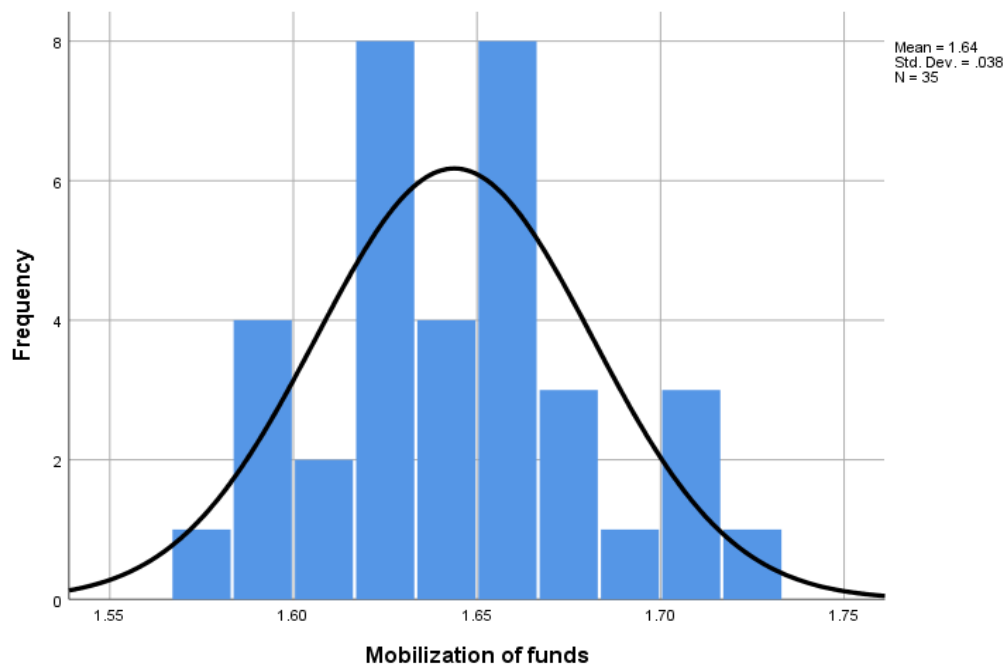
a. Lilliefors Significance Correction

**Table 4.3: Tests of Normality**

**Source: Researcher (2018).**

### 4.3.2 Non-Paramedic Measures of Normality

Since the data was not normally distributed, visual means and non-parametric tests of normality were conducted. Normality test can be conducted by visual means or through normality tests. Statistical Package for Social Science automatically produce the percentile (PP) and quantile (QQ) plots. A normal distribution histogram and the Pearson correlation non-parametric measure were used to test for normality as indicated in Figure 4.8 and Tables 4.3.



**Figure 4.8: Histogram for Normality Test**

**Source: Researcher (2018).**

#### 4.3.4 Correlation Between Mobilization and Sources of Funds

The relationship revealed that there was a strong relation between key sources of funds for the NGOs and mobilization of funds for the NGOs with Pearson correlation of ( $r= 0.701$ ) and the Sig (2- tailed) is 0.000 which is less than 0.01 level of significance. This meant that an increase in the mobilization for funds leads to increase in the sources of funds for the sector as indicated in the Table 4.4.

#### Correlations

		Mobilization of funds	Sources of funds
Mobilization of funds	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	35	35
Sources of funds	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	35	35

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Table 4.4: Correlation between Mobilization and Sources of Funds**

**Source: Researcher (2018).**

#### 4.3.5 Regression Analysis

Regression analysis is a statistical process for estimating the relationships among variables. The coefficient of determination (R Square) was used to test the goodness-of-fit of the model. The results of the adjusted R-Squared indicated that 47.6% of the variations in mobilization of funds are accounted for by the variations in sources of funds. This implies that the regression model is good as much of the variation is accounted for by the dependent variable identified in the model. This is indicated in the Table 4.5.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 <sup>a</sup>	.492	.476	.02727

a. Predictors: (Constant), Sources of funds

**Table 4.5: Model Summary for Sources of Funds**

**Source: Researcher (2018).**



The significance value is 0.000 which is less than 0.01 for the independent variables thus the model is statistically significance in predicting how sources of funds determine mobilization of funds in the NGOs. The Table 4.6 shows the F-values of (31.920) indicating a high significance and the p-value of (0.000) which is less than 1% level of significance.

#### ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.024	1	.024	31.920	.000 <sup>b</sup>
	Residual	.025	33	.001		
	Total	.048	34			

a. Dependent Variable: Mobilization of funds

b. Predictors: (Constant), Sources of funds

**Table 4.6: Analysis of Variance for Sources of Funds**

**Source: Researcher (2018).**

The findings of the analysis as indicated that sources of funds had a coefficient value of 0.319 and a significant value of 0.000 which is less than 0.01. The results show that sources of funds have a significant effect on mobilizations of funds. The t-value (26.585,  $p < 0.01$ ). Therefore, mobilization of funds is statistically significant in determining sources of funds in the NGOs sector as shown by low t values and p-values that is less than 0.01. The regression model equation for the results below is as follows; Mobilization of Funds = 1.357 + 0.319 Sources of Funds.

#### Coefficients<sup>a</sup>

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.357	.051		26.585	.000
	Sources of funds	.319	.002	.701	5.650	.000

a. Dependent Variable: Mobilization of funds

**Table 4.7: Coefficients for Sources of Funds**

**Source: Researcher (2018).**

#### 4.4 Challenges faced by NGOs in Raising Funds

The study sought to understand the challenges facing NGOs in raising funds in the organization. One of the most seen challenges was duplication of activities of some similar NGOs in which had highest a mean of 4.429 and standard deviation of 1.420 while the lowest was inadequate networking skills by the NGOs in which a mean of 2.857 and standard deviation of 1.375 this indicates that it is not the biggest challenges towards NGOs funding. The changing donor priorities in which a mean of 3.857 and standard deviation of 1.574 was recorded while on the complex funding criteria applied to organizations a mean of 3.571 and standard deviation of 1.520 was reported. In terms of coordination's of donor ties a mean of 4.000 and standard deviation of 1.435 which was high and the bureaucratic donor policies in which a mean of 3.857 and standard deviation of 1.375 was reported indicating a strong agreement.

The employees agreed that there is many rules and regulations in granting of resources where a mean of 3.286 and standard deviation of 1.506 was realized. On the donor prejudice or bias towards certain NGOs a mean of 3.143 and standard deviation of 1.264 was recorded. There is increased competition among NGOs for funds where a mean of 3.714 and standard deviation of 1.296 was reported. There are also insufficient qualified staff members where a mean of 3.167 and standard deviation of 1.895 was realized.

Most of the respondents agreed that there is lack of accountability by NGOs where a mean of 3.714 and standard deviation of 1.506 and inadequate strategic and operational plans by NGOs where a mean of 3.429 and standard deviation of 1.614. Lack of awareness on available opportunities by NGOs in which a mean of 3.143 and standard deviation of 1.375 was record and lack of communication on NGOs achievements where a mean of 3.286 and standard deviation of 1.775 was reported. The Table 4.8 indicate the challenges faced by the NGOs in the raising of funds

	N	Mean	Std. Deviation
Changing donor priorities.	35	3.857	1.574
Complex funding criteria applied to organizations.	35	3.571	1.520
Donor Conditional ties.	35	4.000	1.435
Bureaucratic donor policies.	35	3.857	1.375
Many rules and regulations in granting of resources.	35	3.286	1.506
Donor prejudice/bias towards certain NGOs.	35	3.143	1.264
Increased competition among NGOs for funds.	35	3.714	1.296
Duplication is seen in the activities of some similar NGOs.	35	4.429	1.420
Insufficient qualified staff members.	30	3.167	1.895
Lack of accountability by NGOs.	35	3.714	1.506
Inadequate strategic and operational plans by NGOs.	35	3.429	1.614
Inadequate networking skills by the NGOs.	35	2.857	1.375
Lack of awareness on available opportunities by NGOs.	35	3.143	1.375
Lack of communication on NGOs achievements.	35	3.286	1.775

**Table 4.8: Challenges Faced by NGOs in Raising Funds****(Source: Researcher, 2018)****4.4.1 Correlation between Challenges and Mobilization for Funds**

The relationship revealed that there was a strong positive relationship between challenges and mobilization for funds for the NGOs with positive correlation of ( $r= 0.785$ ) and the Sig (2- tailed) was 0.000 which is less than 0.01 level of significance. This implied that challenges are associated with increased mobilization of funds for the NGOs.

**Correlations**

		Mobilization of funds	Challenges
Mobilization of funds	Pearson Correlation	1	.785**
	Sig. (2-tailed)		.000
	N	35	35
Challenges	Pearson Correlation	.785**	1
	Sig. (2-tailed)	.000	
	N	35	35

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Table 4.9: Correlation between Challenges and Mobilization for Funds****Source: Researcher (2018).**

The results of the adjusted R-Squared indicated that 60.5% of the variations in mobilization of funds are accounted for by the variations in challenges. This implies that the regression model is good as much of the variation is accounted for by the dependent variable identified in the model. This is indicated in the Table 4.10.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 <sup>a</sup>	.616	.605	.02369

a. Predictors: (Constant), Challenges

**Table 4.10: Model Summary for Challenges**

**Source: Researcher (2018).**

The significance value is 0.000 which is less than 0.01 for the independent variables thus the model is statistically significance in predicting how challenges that exists during the process of mobilization of funds in the non-governmental organizations. The Table 4.11 below shows the F-values of (53.020) indicating a high significance and the p-value of (0.000) which is less than 1% level of significance.

### ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.030	1	.030	53.020	.000 <sup>b</sup>
	Residual	.019	33	.001		
	Total	.048	34			

a. Dependent Variable: Mobilization of funds

b. Predictors: (Constant), Challenges

**Table 4.11: Analysis of Variance (ANOVA)**

**Source: Researcher (2018).**

The regression coefficients model in the Table 4.12 shows the unstandardized and standardized coefficients of the variables. From the findings of the analysis as indicated, challenges had a coefficient value of 0.410 and a significant value of 0.000 which is less than 0.01. The results show that challenges has a significant effect on mobilizations of funds. The t-value (29.796,  $p < 0.01$ ). The regression model equation for the results below is as follows; Mobilization of Funds = 1.322 + 0.410 Challenges.

**Coefficients<sup>a</sup>**

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.322	.044		29.796	.000
	Challenges	.410	.001	.785	7.281	.000

a. Dependent Variable: Mobilization of funds

**Table 4.12: Coefficient for Challenges of Funds**

**Source: Researcher (2018).**

#### 4.5 Sustainability of the NGO funds

The researcher sought to understand the initiatives for sustainability of the NGOs funds in Kenya. Most of the respondents indicated that NGOs should partner with the private sector in corporate social responsibility initiatives in which a mean of 4.143 and standard deviation of 1.004 was realized and they should also enter into joint contractual fee-based partnerships with public and the private sector where a mean of 3.571 and standard deviation of 1.420 and they were the highest scored mean. The question on whether NGOs should use their assets to develop comprehensive mission driven member service packages to attract funding from membership fees a mean of 3.429 and standard deviation of 1.195 was reported and NGOs funding needs Should relate to the funders expressed priorities where a mean of 3.714 and standard deviation of 1.178.

The NGOs should enter into joint contractual fee-based partnerships with the public sector in which a mean of 4.143 and standard deviation of 1.004 and they should diversify their profit-making strategies that generate long term financial growth in which 35 a mean of 3.857 and standard deviation of 1.004 was reported. NGOs should venture their time and resources away from their core vision and vision in which most employees agreed to some extent and a mean of 2.286 and standard deviation of 1.601, the management of the NGOs should balance between resource optimization and generation without diluting the quantity and quality of service they offer to their clientele where a mean of 4.000 and standard deviation of 1.435 which was high meaning they agreed to a greater extent and the they should sub-contract to the private sector to cut back on costs in which a mean of 3.571 and standard deviation of 1.520. They should initiate public relations activities for visibility in the public domain where a mean of 3.714 and standard deviation of 1.296 was reported and they should promote items to earn funds while emphasizing on their vision and mission where a mean of 3.000 and standard deviation of 1.328 was reported. The Table 4.13 below indicates the initiatives for Sustainability of the NGO funds.

	N	Mean	Std. Deviation
NGOs should use their assets to develop comprehensive mission driven member service packages to attract funding from membership fees.	35	3.429	1.195
NGOs funding needs: Should relate to the funders expressed priorities.	35	3.714	1.178
NGOs should partner with the private sector in corporate social responsibility initiatives.	35	4.143	1.004
NGOs should enter into joint contractual fee-based partnerships with public and the private sector.	35	3.571	1.420
NGOs should enter into joint contractual fee-based partnerships with the public sector.	35	4.143	1.004
NGOs should diversify their profit-making strategies that generate long term financial growth.	35	3.857	1.004
NGOs should venture their time and resources away from their core vision and vision.	35	2.286	1.601
NGOs management should balance between resource optimization and generation without diluting the quantity and quality of service they offer to their clientele.	35	4.000	1.435
NGOs should sub-contract to the private sector to cut back on costs.	35	3.571	1.520
Initiate public Relations (PR) activities. For visibility.	35	3.714	1.296
NGOs should promote items to earn funds while emphasizing on their vision and mission.	35	3.000	1.328

**Table 4.13: Initiatives for Sustainability of the NGO funds****(Source: Researcher, 2018)**

#### 4.5.1 Correlation between Sustainability of Funds and Mobilization of Funds

There was a strong positive relationship between sustainability of funds and mobilization of funds for the NGOs with correlation of ( $r= 0.606$ ) and the Sig (2- tailed) was 0.000 which is less than 0.01 level of significance. This implies that sustainability of funds is directly associated with increased mobilization of funds. The findings on the correlation is indicated in the Table 4.14.

**Correlations**

		Mobilization of funds	Sustainability of funds
Mobilization of funds	Pearson Correlation	1	.606**
	Sig. (2-tailed)		.000
	N	35	35
Sustainability of funds	Pearson Correlation	.606**	1
	Sig. (2-tailed)	.000	
	N	35	35

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 4.14: Correlation between sustainability of funds and mobilization of funds**

**Source: Researcher (2018).**

The results of the adjusted R-Squared indicated that 34.8% of the variations in mobilization of funds are accounted for by the variations in sustainability of funds. This implies that the regression model is good as much of the variation is accounted for by the dependent variable identified in the model. This is indicated in the Table 4.15.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 <sup>a</sup>	.368	.348	.03042

a. Predictors: (Constant), Sustainability of funds

**Table 4.15: Model Summary for Sustainability of Funds**

**Source: Researcher (2018).**

The significance value is 0.000 which is less than 0.01 for the independent variables thus the model was statistically significance in predicting how sustainability of funds determine mobilization of funds in the NGOs. The Table 4.16 shows the F-values of (19.174) indicating a high significance and the p-value of (0.000) which is less than 1% level of significance.

**ANOVA<sup>a</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.018	1	.018	19.174	.000 <sup>b</sup>
	Residual	.031	33	.001		
	Total	.048	34			

a. Dependent Variable: Mobilization of funds

b. Predictors: (Constant), Sustainability of funds

**Table 4.16: Analysis of Variance (ANOVA)**

**Source: Researcher (2018).**

The findings of coefficients analysis reveal that a positive effect was reported for sustainability of funds. From the findings of the analysis as indicated, sustainability of funds had a coefficient value of 0.559 and a significant value of 0.000 which is less than 0.01. The results show that sustainability of funds has a significant effect on mobilizations of funds. The t-value (21.931,  $p < 0.01$ ). The regression model obtained is provided in the Table 4.17: Mobilization of Funds =  $1.370 + 0.259$  Sustainability of Funds.

**Coefficients<sup>a</sup>**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Model	B	Std. Error	Beta		
1	(Constant)	1.370	.063		21.831	.000
	Sustainability of funds	.259	.002	.606	4.379	.000

a. Dependent Variable: Mobilization of funds

**Table 4.17: Coefficients for Sustainability of Funds**

**Source: Researcher (2018).**

**4.6 Chapter Summary**

The study has presented the results and findings of the study in which it has shown that there is relationship between the independent variables and dependent variable. Sources of funds, challenges and sustainability of NGOs showed strong positive relationship with mobilization of NGOs funds. The next chapter presents the discussion, conclusions and recommendations of the study.



## CHAPTER 5

### DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter represents the overall summary of key data findings, discussion of the findings in relations with the literature review, conclusions drawn from the findings highlighted and recommendations thereof. The conclusion and recommendation drawn were quest for addressing the research questions of the study of determining the challenges faced by non-governmental organizations in the mobilization and collection of funds to be used operations in Kenya.

#### 5.2 Summary

The main purpose of the research was to find out the main challenges or problems that are encountered by non-governmental organizations in collection of fund and resources for operation the case of World Food Programme. The research was guided by the following research key questions, what are the key sources of NGO funds? how do challenges faced by NGOs in raising funds prevent them from fulfilling their goals and objectives? and how sustainable is the funding of NGOs?

The study used a descriptive survey research design with a cross-sectional approach. A descriptive research design is used when the problem is well defined, and the researcher knows something about the problem. The sample size for this study was 50 employees of the world food programme in which the data was gathered using a structured primary questionnaire. The interpretation and analysis used inferential and descriptive statistics. Descriptive statistics such as mean, standard deviation and frequency distributions was used to describe the study variables. Inferential statistics consists of correlation and regression analysis was applied to come up the relationship linking the variables. Wholely primary data was analyzed using Statistical Package for Social Sciences (SPSS version 25) and presented in tables and figures to show the findings.

The findings indicated that fifty questionnaires were distributed out of which thirty-five were filled and given back which was the same as to a 70% response. The male employees accounted for 71% of the respondents whereas 29% of the respondents were female. On the managerial level of the employees in the organization findings indicated that majority of the employees had non-managerial level while only 29% had managerial positions in the organizations. The results on the work experience indicated that between 5 to 10 years they were represented by 28%, followed by between 11 to 15 years which was 43% and lastly above 15 years was 29%. The extent for responsibility for funding in the organization. The results indicate that

28% showed they had no responsibility, 43% showed had partial responsibility for funding and 29% indicated they have full responsibility for funding in the organizations.

The relationship brought out there was a strong positive relationship among key sources of funds for the NGOs and mobilization of funds for the NGOs. This meant that an increase in the mobilization for funds leads to increase in the sources of funds for the sector. The results of the adjusted R-Squared indicated that the variations in mobilization of funds was accounted for by the variations in sources of funds. Secondly there is a positive relationship between challenges and mobilization for funds for the NGOs. This implied that the increase in challenges facing NGOs is associated with increased mobilization of funds for the NGOs. The study results of the regression analysis indicated that the variations in mobilization of funds is accounted for by the variations in challenges that NGOs encounters. There was a strong relationship between sustainability of funds and mobilization of funds for the NGOs with correlation this implied that sustainability of funds is directly associated with increased mobilization of funds in the NGOs. The results of the regression indicated that the variations in mobilization of funds is accounted for by the variations in sustainability of funds. Resource mobilization in the NGOs should be focused on fund raising from both international institutional and local donors.

### **5.3 Discussion**

#### **5.3.1 Sources of NGO Funds**

The research sought to understand the key sources of non-governmental organization for the world food program. The employees agreed that they receive funds from the private sector corporate social responsibility and others from the member fees. The final conclusions are in harmony with (Gyamfi, 2010) who found out that non-governmental organizations major funding and resources originates from mainly three sources; the public sector, internally and the generous private sector. The researchers established 10 percent of the total Local non-governmental organizations funding and donations originates mainly from the private charitable organizations contributions; 43 percent originates particularly from governments donation and majorly public-sector, as well as grants and contracts; while 47 percent emanates from the private charges and donations, often coming from the sales proceeds. The government contributions toward the NGOs through government support agencies and the income generating activities. The employees agreed to a very large extent in receiving grants from the donor's agencies.

Another study that supports the findings for this on accessibility of grants from the donors in which Fafchamps and Trudy (2006), opine that grants and donations account for 80 percent of non-governmental organizations funding. Majorly ,in Anglophone Cameroon (Markham & Fonjong, 2015) agreed, the dependency of non-governmental organizations on external resources creates a different result on the array of impacts of the donations provided for the non-governmental organizations longevity. The positive observation, explains that external funding through the government and the local non-governmental organizations gives strengthen to a mutual partnership. The provision of finds by the local NGOs has been pin pointed as being the creature if opportunities for learning, enterprise development, social services and apprenticeship.

Most of the employees who were asked on the other source of funding they indicated that they receive from individuals willing to help and also from business income. The organization also contacts fundraising the employees of WFP agreed that they contact the fundraising. The exemptions from taxes by the government and the organization also receives donations from other funding agencies. This is in line with the study of (More 2005) who opines that the confines of put out limitations, non-governmental organizations get immersed directly in the economic generating innovations are not included for taxation holistically. The sources from outside comes from the current governments and organizational corporations. The major source of internally sourced resources comes from governments, corporation and business income. Another study that support the findings is that of (Markham & Fonjong, 2015) who highlighted one-third of non-governmental organizations resources originate from governments mainly, in an array of different ways like tax exemptions among other subsidies .Majority of foreign embassies of first world countries with their own priorities as well fund the non-governmental organizations .

The outcome of the study indicated that the key sources of the funds for the NGOs is gift from the potential donors and they agreed that they also receive from private charities and the foundations the international donors. Larson and Wambua (2011), opined that contents that non-governmental organizations get resource's, services, goods and finances from donor for program and operations implementation. Resources and donations is the form of exempt goods and services to the NGOs. This relationship revealed that there was a strong relation between key sources of funds for the NGOs and mobilization of funds for the NGOs. This meant that an increase in the mobilization for funds leads to increase in the sources of funds for the sector.

### 5.3.2 Challenges Faced by NGO in Raising Funds

The findings on the challenges facing NGOs in raising funds in the organization where employees agreed that the changing donor priorities affects the accessibility of funds from the donors. This is in agreement with the study of Schneiker (2016) who asserts that donor's preferbilty continuously alters as selectivity increases. Different donors apply different restrictions to donations, by categorizing projects the can support, working in a relationship with others, the geographic cover they normally operate in, the in which the NGO is in. The complexity of funding criteria applied to organizations affects NGOs in applying for the funds as most they do not know what the donor will be looking for.

The outcomes of the study in terms of coordination's of donor ties and the bureaucratic donor policies in was reported indicating a strong agreement which meant that hinder the NGOs on the accessibility of the funds. The employees agreed that there is many rules and regulations in granting of resources and donor prejudice or bias towards certain NGOs also has an effect to the organization. This is in line with the findings of (Caesar, 2015), who notes the stringent government regulations make it hard to access resources. According to (Frostenson, 2013) who noted that to shore up slow red tape for non-governmental organizations marshaling resources externally. Practically, on periods of political uncertainty, it's hard for donors to release funds, they impose a reduction or enforce severe measures.

There is increased competition among NGOs for funds and the duplication is seen in the activities of some similar NGOs. In this the findings are the same as that of Sheate and Partidário, (2010), who asserted that there a test of high competition among non-governmental organizations for funds particularly against bigger, established non-governmental organizations that are identified by international contributors because of their contribution to relief activities in disasters. In terms of the insufficient qualified staff members and also most of the employees agreed that there is lack of accountability by NGOs.

The findings indicated that there are inadequate strategic and operational plans by NGOs which hinder transparency in their financials. According to a study by Ulleberg (2009), which is in agreement with the findings noted that the llocal non-governmental organizations don't have measures that are strategic to guide them on the specific objectives that enable them to come up with the resources that are needed to obtain the said objectives. The strategic plans that NGOs come up with are only designed for donor review only and mostly fail to review what the stake holders want.

There are inadequate networking skills by the NGOs which can led to increased funding to their activities for the fulfillment of the mission. Ulleberg (2009) argues that the smaller NGOs indicates how they don't have networking expertise which is mostly observed as the main challengers for the resources instead of working in collaboration towards the collective interests in the community. According to Sera (2010), majority of the donors prefer to work with organizations that are in a network. Lack of awareness on available opportunities by NGOs. This is in line with the assertions of Viravaidya and Hayssen (2010), who noted that lack of communication on NGOs achievements among them is one of the challenges to the management of the organization. The limitation to put out a market strategy suggests visibility is not substantive and they are inefficiently not able to market their programmes. Ultimately this affects mobilization of funds and resources. Most of the times the donors loose opportunity to get the funds because of the other NGOs which are in country or that particular sector. The relationship shows that there was a particularly strong positive relationship among challenges and mobilization for funds for the NGOs. This implied that the challenges that the NGOs is associated with increased mobilization of funds for the NGOs.

### **5.3.3 Sustainability of NGO Funds**

The findings on the best initiatives for sustainability of the NGOs funds in Kenya indicates that non-governmental organizations should utilize their assets to advance comprehensive mission oriented service packages to come up with funding from membership fees in which the employees agreed that they receive from the subscribed members towards their programmes. This is in agreement by Gary (2006), who noted that NGOs should utilize their assets to come up with detailed member driven benefit packages to appeal and put up with members and get resources from membership charges. Subscriptions are likely to be partly for organizations fundraising resources activities, and bring a normal as well as an assured source of payment. They also agreed that NGOs resources needs should agree with the funders articulated needs and come together with the private sector in corporate social endeavors. The non-governmental organizations should have venture contractual cash-based ventures with the various sectors in which most employees agreed with the statement.

The non-governmental organizations ought to come into contractual cash back-based contracts with the public sector as this should broaden their profit-sources avenues which generate long term financial growth in for the organization which lead to the sustainability of the NGOs. According to Stoianova, (2013), NGOs should enter into joint contractual fee-based partnership with public or private sector to carry out mutually beneficial service to the community. He still argues that sub-contracting business conglomerates with the government and corporate organizations are the usual pick for non-governmental organizations as they bring about leveraging intangible and tangible assets which are critical to the organizations.

The results indicate that NGOs should venture their resources and time contrary from their fundamental vision and mission in which most employees agreed to some extent and the management of the NGOs should set of scales concerning resource utilization and generation devoid of diluting the quantity and quality of service they offer to their clientele employees agreed to a greater extent and the they should sub-contract to the private sector to cut back on costs for proper management of the donors' funds. According to Sera (2010), observed mainly that if the non-governmental organization has its core business flourish in the category of ethical business the business will be carried on despite its non-relation to the main core business of the NGO. The non-governmental organization in Europe particularly Romania it provides itinerant health services which lets out the mobile ambulances to partners in the case of non-usage. Generally non-governmental organizations sometimes let out office vacancies, conference, audio-visual and training amenities.

The findings of the study indicated that the NGOs should initiate public relations activities for visibility in the public domain they should promote items to earn funds while emphasizing on their vision and mission of the organization. There was a strong relationship between sustainability of funds and mobilization of funds for the NGOs with correlation this implied that sustainability of funds is directly associated with increased mobilization of funds in the NGOs. Resource mobilization in the NGOs should be focused on fund raising from both international institutional and local donors. The organization should desire to diversify their sources of resources, they may have to revise their current approaches, which are only focused on attracting external grants and accommodate options of sourcing resources from businesses and individuals.

## **5.4 Conclusions**

### **5.4.1 Sources of NGO funds**

The relationship revealed that there was a strong relationship between key sources of funds for the NGOs and mobilization of funds for the NGOs. The study concludes that the NGOs receive funds from the private sector and they also receive grants from the donors which facilitates the operations of the organization. The aid of non-governmental organizations via indigenous non-governmental organizations is acknowledged as imparting the openings for passing down knowledge, social amenities and initiative development. Non-governmental organizations receive goods and services as aid from organizations and entities for program start up. Aid comes in form of objects provided for free to the recipient non-governmental organizations, as well as put into operation available resources at an underwritten cost.

### **5.4.2 Challenges Faced by NGO in Raising Funds**

In conclusion on the challenges facing NGOs in raising funds in the organization where employees agreed that the changing donor priorities affects the accessibility of funds from the donors and the complexity of funding criteria applied to organizations affects NGOs in applying for the funds as most, they do not know the what the donor will be looking for. Another challenge is the rules and regulations that govern accessing and applying for government funds and resources make it difficult for organizations to access resources for the NGOs and the amplified competition among non-governmental organizations for resources principally against bigger, reputable non-governmental organizations well known to the donors because of their association with relief goings-on all through disasters.

### **5.4.3 Sustainability of NGO funds**

In conclusions on the last objective there was a strong relationship between sustainability of funds and mobilization of funds for the NGOs with correlation this implied that sustainability of funds is directly associated with increased mobilization of funds in the NGOs. The NGOs should utilize their assets to come up with across-the-board mission oriented member packages to appeal for funding from activity fees and NGOs should enter into joint contractual fee-based partnership with public or private sector to carry out mutually beneficial service to the community. The NGOs should equalize concerning resource optimizing and generation and not diluting the quantity and quality of service they offer to their clientele and initiate public relations activities for visibility in the public domain they should promote items to earn funds while emphasizing on their vision and mission of the organization.

## **5.5 Recommendations**

### **5.5.1 Recommendations for Improvement**

#### **5.5.1.1 Sources of NGO Funds**

The study recommends on the sources of NGOs funds that they should have strong relationship with the key donors both local and the international organization as this will increase their level of funding in future. The NGOs should maintain the external funding through state or local NGO which also contributes the strengthening a mutual relationship between the parties. The study also recommends that they could hire volunteers who can be able to run different charities activities which increases the visibility of the organization and which leads to increased accessibility of grants from the international donors.



### **5.5.1.2 Challenges Faced by NGO in Raising Funds**

The study recommends on the second objective that the NGOs should apply and be flexible on the conditions on aid for the donors as this will enable them easy accessibility of funds for example they should stipulate schemes that can be funded using their budgets, working in corporation or alliance among others, in geographic area, sector and a appropriately established organization. The international and local donors should have flexible funding criteria applied to organizations which will enable better accessibility of funds for the accomplishment of the activities and programs of the NGOs.

### **5.5.1.3 Sustainability of NGO Funds**

This study recommends that resource mobilization in the NGOs should be focused on fund raising from both international institutional and local donors. NGOs should utilize the resources to come up with all-inclusive mission motivated member facility packages to interest and put up with members and obtain funding from involvement fees and they should initiate public relations activities for visibility in the public domain they should promote items to earn funds while emphasizing on their vision and mission of the organization.

### **5.5.2 Recommendations for Further Studies**

The research intended to examine the challenges encountered by non-governmental organizations in recruitment of funds for operation the case of World Food Programme. Therefore, the research recommends that a similar research should be carried out to other international donors such as the United Nations Children's Fund, and the UN Refugee Agency. The study might look into other factors such as the challenges for implementations of the projects, the challenge of financing and operations of the projects for the NGOs.



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## SECTION A: BIO DATA

Please fill in the following particulars.

### 1.What is your gender:

☐ Male ☐ Female

### 2.What is your age range

☐ 18-24 years ☐ 35-50 years

☐ 25-34 years ☐ Above 50 years

### 3.Education level

☐ O-level Certificate ☐ Diploma Certificate

☐ Post-Graduate level

### 4.Managerial level

☐ Managerial level ☐ Non-managerial level

### 5.For how long have you worked for WFP?

☐ Less than 5 years ☐ 11-15 years

☐ 5-10 years ☐ Above 15 years

### 6.Indicate to what extent you are responsible for your organizations funding.

☐ Partly responsible ☐ Fully responsible

**SECTION B: CHALLENGES IN IDENTIFYING THE SOURCES OF NGO FUNDING.**

Circle (0) which statement best describes your opinion on the most challenging source of NGO finding using a scale of 1 to 5. Where 1=Strongly Disagree.2= Disagree 3=Uncertain 4=Agree 5=Strongly Agree

<b><i>Identifying the source of NGO Funds</i></b>	<b><i>Strongly disagree</i></b>	<b><i>Disagree</i></b>	<b><i>Uncertain</i></b>	<b><i>Agree</i></b>	<b><i>Strongly Agree</i></b>
7. Private sector CSR.	1	2	3	4	5
8.Member fees.	1	2	3	4	5
9.Government contributions.	1	2	3	4	5
10.Income generating activities.	1	2	3	4	5
11. Grants.	1	2	3	4	5
12.Individuals willing to help.	1	2	3	4	5
13.Business income.	1	2	3	4	5
14. Fundraising campaigns.	1	2	3	4	5
15. Exemptions from Taxes.	1	2	3	4	5
16. Donations.	1	2	3	4	5
17.Gifts.	1	2	3	4	5
18.Private charities.	1	2	3	4	5
19.Foundations.	1	2	3	4	5
20.International donors.	1	2	3	4	5

**SECTION C: CHALLENGES IN RAISING NGO FUNDS.**

Circle (0) which best describes your opinion on the statement above using a scale of 1 to 5.

Where 1=Strongly Disagree.2= Disagree 3=Uncertain 4=Agree 5=Strongly Agree

Challenges in Raising NGO Funds.	Strongly disagree	Disagree	Uncertain	Agree	Strongly Agree
21.Changing donor priorities.	1	2	3	4	5
22.Complex funding criteria applied to organizations.	1	2	3	4	5
23.Donor Conditional ties.	1	2	3	4	5
24.Bureaucratic donor policies.	1	2	3	4	5
25.Many rules and regulations in granting of resources.	1	2	3	4	5
26.Donor prejudice/bias towards certain NGOs.	1	2	3	4	5
27.Increased competition among NGOs for funds.	1	2	3	4	5
28.Duplication is seen in the activities of some similar NGOs.	1	2	3	4	5
29.Insufficient qualified staff members.	1	2	3	4	5
30.Lack of accountability by NGOs.	1	2	3	4	5
31.Inadequate strategic and operational plans by NGOs.	1	2	3	4	5
32.Inadequate networking skills by the NGOs.	1	2	3	4	5
33.Lack of awareness on available opportunities by NGOs.	1	2	3	4	5
34.Lack of communication on NGOs achievements.	1	2	3	4	5

**SECTION D: CHALLENGES OF SUSTAINABILITY OF NGO FUNDS.**

Circle (0) which best describes your opinion on the statement above using a scale of 1 to 5

Where 1=Strongly Disagree.2= Disagree 3=Uncertain 4=Agree 5=Strongly Agree

Sustainability of NGO Funds	Strongly disagree	Disagree	Uncertain	Agree	Strongly Agree
35.NGOs should use their assets to develop comprehensive mission driven member service packages to attract funding from membership fees.	1	2	3	4	5
36.NGOs funding needs: Should relate to the funders expressed priorities.	1	2	3	4	5
37.NGOs should partner with the private sector in corporate social responsibility initiatives.	1	2	3	4	5
38.NGOs should enter into joint contractual fee based partnerships with public and the private sector.	1	2	3	4	5
39.NGOs should enter into joint contractual fee based partnerships with the public sector.	1	2	3	4	5
40.NGOs should diversify their profit-making strategies that generate long term financial growth.	1	2	3	4	5
41.NGOs should venture their time and resources away from their core vision and vision.	1	2	3	4	5
42.NGOs management should balance between resource optimization and generation without diluting the quantity and quality of service they offer to their clientele.	1	2	3	4	5
43.NGOs should sub-contract to the private sector to cut back on costs.	1	2	3	4	5
44.Initiate public Relations (PR) activities. For visibility.	1	2	3	4	5
45.NGOs should promote items to earn funds while emphasizing on their vision and mission.	1	2	3	4	5