

**EFFECT OF ORGANIZATION CAPABILITY ON FUNDRAISING LEVELS BY  
NON-GOVERNMENTAL ORGANIZATIONS IN SOUTH SUDAN**

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**DECLARATION**

This is my original research project work and has not been presented to any other university for a degree

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## **DEDICATION**

This research project I dedicate to my family, relatives, friends and every person who played a role in my education.

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## OPERATIONAL DEFINITION OF TERMS

**Accountability:** The organization's responsibility to keep a donor informed about the use of the donor funds.

**Common Humanitarian Fund:** The Common Humanitarian Fund is a pooled funding mechanism. It is one of four Common Humanitarian Fund globally designed to provide, and disburse joint donor funding. Allocation processes take into account complementary funding mechanism such as, United Nations central emergency response funds and the bilateral funding arrangement

**Competition for funds:** Competition is the procedure through which beneficiaries apply for grant finance. Assessment is done by the donor based on pre-established criteria to determine which organizations are suitable for funding.

**Donor:** A donor is a person, an organization, corporation, or foundation that donates or makes gifts or gives out funding

**Financial management practices:** This is an ideal exercise for where None Governmental Organizations deploy in controlling the financial activities such as procurement and utilization of funds, as well as accounting, payment, risk management and accountability as a way of minimizing fraud.

**Fundraising plan:** This is a document that outlines all the organizations' annual fundraising activities. It is meant to keep the organization more focused and on task-oriented throughout the year.

**Fundraising:** This is where None Governmental Organizations appeals to the public and persuades individuals and donors to support a cause. It

involves activities taken to raise funds from donors, individuals, businesses, charitable foundations, and even government agencies for wider purposes. It involves costs of organizing, and other related expenses incurred solely in raising funds or in obtaining contributions.

**Non-Governmental Organizations:** These are indigenous organizations where, most of their activities are centered within advocacy, service delivery, and humanitarian assistance, majorly formed by South Sudanese nationals.

**Organizational capacity:** Refers to non-governmental organization's fundraising programs, and includes strategies, tactics, objectives, needs, and a campaign that is in timeframe in attaining specific funding opportunities.

**South Sudan NGOs Forum:** This is a platform where local and international Non Governmental organizations, the united nations, donors, government, and other external stakeholder's exchanges, share, information, and expertise, as well as instituting guidelines on how to use donor funds in South Sudan.

## **ACRONYMS AND ABBREVIATIONS**

<b>CEO:</b>	Chief Executive Officer
<b>CHF:</b>	Common Humanitarian Fund
<b>GoSS:</b>	Government of South Sudan
<b>INGOs:</b>	International Non-Governmental Organizations
<b>IGAD:</b>	Intergovernmental Authority for Development
<b>NGOs:</b>	Non-Governmental Organizations
<b>NNGOs</b>	National Non-Governmental Organizations
<b>OCHA:</b>	Office for the Coordination of Humanitarian Affairs
<b>OWO:</b>	Orient Women Organization
<b>RRC:</b>	Relief and Rehabilitation Commission
<b>UN:</b>	United Nation
<b>UNEP:</b>	United Nations Environment Programme
<b>UNMSS:</b>	United Nations Mission in South Sudan

## ABSTRACT

In today's dynamic and competitive globalized environment, like in the NGOs sector, donor's funding continues to be NGOs lifeline, especially in the developing countries. In South Sudan funding has turn out to be more exigent due to political and socio-economic situation of the country. Non-Governmental Organizations in South Sudan continue to work and deliver their mandate in a country characterized by political turmoil. In spite their important role in providing development, and service delivery to the most marginalized and affected communities that need urgent humanitarian assistance, most of the NGOs, if not all, are constrained by the scarcity or insufficiency of funds and this has adversely affected their operations. NGOs complexity to limited funding and inaccessibility to appropriate donors as well as inadequate fundraising skills, where most NGOs wait for donors or international organizations, and other actors to approach them become a major source of concern. It is against this backdrop that the study empirically investigated the effect of organizational capability on fund raising levels by non-governmental organizations in South Sudan. The study's specific objectives were aimed at exploring the effect of organizational capacity, donor funding conditions, competition, and financial management on fundraising levels by nongovernmental organizations in South Sudan. The study used explanatory research design. The target respondents were, program managers, finance managers, and accountants. This was a total of 61 respondents. Since the population of 61 respondents was small and could be easily reached by the researcher, the researcher used census method. The research data were collected from the 61 respondents, via self-administered questionnaires and analysed where the researcher used descriptive data to summarise and explain the characteristics of the survey data, and inferential statistics were utilized to test the various relationships hypothesised in this study. The study findings revealed that organizational capability had significant effect on fund-raising levels by nongovernmental organizations in South Sudan. In addition, the independent variables findings revealed significant effect of organisational capacity, donor funding conditions, competition and financial management on fundraising levels by nongovernmental organization in South Sudan. This study, therefore, recommends that nongovernmental organizations should develop and improve organisational capacity in terms of qualified personnel, astute leadership, effective structure and culture, technology, ensure clarity of goals and objectives, and institute a culture of financial management practices so as to aid and enhance the process of fundraising activities. In addition, more researches are supposed to be carried out in other regions, especially in Africa, for comparison of results and generalisation of research findings.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Generally, Non-governmental Organisations are well known for their vast role in social transformation process of citizens. They are more instrumental especially in countries where the prevailing political circumstances are at stake. NGOs especially across the developing countries are widely praised for their significant contribution towards humanitarian assistances in terms of service delivery, poverty eradication and empowerment and helping the citizens in securing a livelihood where government capability is often weak and the state alone cannot eradicate poverty and ensure human development (Banks, & Hulme, 2012).

Globally, worsening economic situations in emerging and developing countries has resulted in an increased number of NGOs. However, the competition for funding for these NGOs has also increased significantly as most of them target disadvantaged communities with the aim of remaining sustainable in the foreseeable future (Roden 2014). In the last two decades NGOs have increased in number especially in the developing countries and engaged in complementary roles in nurturing the people actualize their potential and use accordingly in social advancement attributed to the fact that NGOs are more flexible and can easily respond to the demands of the people once called upon especially in fragile state. This is because NGOs can bring more programmes and services delivery closer to the people especially where majority of the population are marginalised (Milelu, 2018).

Typically, Non- Governmental Organizations experiences insufficient funds due to the unending demands coupled with scarce resources as an essential realities of pecuniary lifecycle in the global world (Silva & Burger, 2015). In developing countries, NGOs play a pivotal part in providing services to the disadvantaged and the less privileged communities and they only do that when donor funding is adequate or cease operations.

Saungweme (2014) elaborated NGOs dependency on external donors for funding in addition to the recent happenings such as donor fatigue in the developed countries to fund projects in the developing countries, the increasing government scrutiny on the activities of the NGOs makes them to have a little say on the activities of their own organization giving donors excess power with high unpredictability and ambiguity of financial flows and turn many non-governmental organizations vulnerable and difficult to execute their organizational mandate. Banks, Hulme, and Edwards (2015) interestingly echoed the importance of narrowing the gap between the donors and the NGOs and foreign international humanitarian actors to work closely hand in hand with local NGOs to strengthen their friendly funding relationships.

According to Gyamfi (2010) view was that NGOs majorly depend on grants and donations from donor, however currently, many organisations find these traditional sources of funding insufficient to meet their operational cost and without alternative sources of finances to bridge the gap of deteriorating donor funding. Non-Governmental Organizations find themselves in a predicament and therefore allow donors to manipulate and dictate on the funding. Similarly, Khieng and Dahles (2015) elaboration was that reliance on foreign finance has significant effects on the activities of the NGOs for instance, donor dependency comes with funds unpredictability resulting organization shifting of organizational goals and objectives and this ultimately bits on the organization's mission, program, and reduced organization autonomy

Batti (2014) acknowledges the importance of resource mobilization by local NGOs in their sustainability. Batti echoed that resource mobilisation needs to be strengthened and broaden so that the project activities can easily translate to the vulnerable communities for a longer duration. Batti outlined a wider range of resource mobilization structure from human capital requirement applications for donations, technical support, submission of grant proposals, and equipment to the resource providers such as donors, International NGOs, Government, and private corporations.

Regionally NGOs are faced with various issues ranging from poor leadership, deficient strategic planning and inactive fundraising drive, poor financial management practices, ineffective organizational policies and procedures, constant shifting and changing of jobs by high staffs and the continued over reliance with diminishing donor funding and without alternatives ways of fundraising, NGOs may compromise their mandate and worse still would face closure or cease operations as a results of financial unsustainability (milelu,2018). Omeri (2014) interesting pointed out NGOs in Kenya faces the challenge of how to support their operations and activities financially, as this has been witnessed by the reducing donor funding where the region has been continuously receiving reduced funds allocation as the donor major focus has shifted to other new emergency locations.

According to Backer (2015), capacity is capability of a firm to realize its goals and mission. In the context of NGOs, various interrelated activities play a role in the organizational capacity. Donor funding conditions refers to various procedures put forward in an attempt to reinforce the ability of the societies in engrossing funds to facilitate projects. Each recipient is expected to meet various pre-established required set by the donors before funds are disbursed. The conditions include accountability for previous use of funds and compliance with established rules and regulations. Failure of the recipient to meet these conditions results in suspension of funding which may affect delivery of projects (Lukio, 2018). Conversely, donor condition refers to the process through which beneficiaries of donor funding apply for finances based on pre-established criteria. Beneficiaries who meet the donor funding conditions have a higher probability of securing financing. Competition for funding refers to the process through which recipient organizations has to apply for funds from donor. It involves assessment of pre-set or published criteria and where applications for funding are assessed by the donor and rewards made based on the assessment results (Habtihun, 2016).

According to Lasher (2016), financial Management practices refer to the strategies firms use to plan and allocate the use of financial resources to achieve a firm's goals. Conversely, Addo, (2017) defines these practices as the strategies a company uses to obtain financial resources to enhance performance. Overall, these practices ensure optimal use of financial resources to sustain performance.

### **1.1.2 National Non-Governmental Organisations in South Sudan**

According to Blanchard (2016) South Sudan is among the countries globally with a high level of Humanitarian Emergencies and this has led to the growing and increased numbers of National Non-Governmental Organizations operating in dare conflict affected areas of the country.

NGOs in South Sudan works hand in hand under a forum that provides the coordination roles among the NGOs. The forum comprises of local NGOs, INGOs, donor's agencies, government and other external stakeholders where synchronized approaches towards funding are availed. NGOs in South Sudan like in other developing countries experience dilemma when comes to funding. This is credited to the element that majority of the NGOs especially the national non-governmental organizations lacks well defined organization's structures in terms of organizational chart, offices, assets and equipment, poor human resource development and unsuitable organizational management policies in retaining experienced staffs especially polarized and conflicts zones (Bunny, 2017).

A press release by the United Nations daily briefing by the office of the spokesperson for secretary general (February 5 2016) cited that almost US\$ 1.5 billion have been provided to South Sudan in form of Humanitarian assistance since 2013 and disbursed through NGOs partners.

## **1.2 Statement of the Problem**

A shared problem for many Non-Governmental Organizations in sub-Saharan Africa, South Sudan at heart is over dependence on a sole donor finance. In this scenario if at all the external donors stops or disappear from funding, then many of the NGOs would collapse and cease operations (Blanchard, 2016). In South Sudan funding is now more exigent as a result of economic as well as political crisis. Non-Governmental Organizations in South Sudan continue to work and deliver their mandate in a country characterized by political turmoil. In spite of their important role in providing development, and service delivery to the most marginalized and affected communities that need urgent humanitarian assistance, most of the NGOs, if not all, are constrained by the paucity of funds and this has constituted a cog in the wheel of their operations (Bunny, 2017).

Non-Governmental Organizations in South Sudan experience insufficient and inappropriate funding for their project activities which in most instances render their mandate unfulfilled. Many of the NGOs especially the National non-governmental organisations do not have the capability to fundraise. They lack the organisational capacity to mobilise resources at times donors shift their intervention to meet pressing priorities. For instance, the complexity of limited funding and inaccessibility to appropriate donors as well as inadequate fundraising skills, and at times they wait for donors or international organizations, and other actors to approach them for funding hence forth becomes a major source of concern (Nzeyimana, 2015).

John (2013) demonstrated that NGOs are well known for successful fundraising from foreign donors in form of grants and donations, and they often seek to spread their fundraising strategies in order to accumulate their funding potential. Most of the NGOs use various ways to fundraise such as proposal writing for grants from donors, applying for government contracts and private sponsorship from big multinational companies. However, such forms of fundraising require again both financial and non-financial resources like qualified skilled

fundraising personals assets in form of computers and dedicated time to develop healthy relationships with various donors.

According to Batti (2012), NGOs still rely on sources of finance such as aid and grants from international donors. Kiragu and Njue (2013), on the other hand, examined the effect of funding on the activities of AMREF. Prior to the research study, there were no studies that had ever focused on effect of organization capability on fundraising levels by Non-Governmental organizations in South Sudan. Therefore, this study sought to investigate organisations capability on their fundraising levels.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of this study was sought to investigate effect of organization capability on fundraising levels by non-governmental organizations in South Sudan.

#### **1.3.2 The Specific Study Objectives**

- i. To determine the influence of organizational capacity on fundraising levels by NGOs in South Sudan
- ii. To investigate the influence of donor funding conditions on fundraising levels by NGOs in South Sudan
- iii. To determine the influence of competition for funding on fundraising levels by NGOs in South Sudan
- iv. To find out the influence of financial management practices on fundraising levels by NGOs in South Sudan

## **1.4 Research Hypotheses**

H<sub>01</sub>: Organisational capacity has no significant effect on NGOs fundraising levels in South Sudan

H<sub>02</sub>: Funding conditions have no significant effect on NGOs fundraising levels in South Sudan

H<sub>03</sub>: Competition has no significant effect on NGOs fundraising levels in South Sudan

H<sub>04</sub>: Financial management practices have no significant effect on NGOs fundraising levels in South Sudan

## **1.5 Significance of the study**

The study results would provide insight to new NGOs entrants on how to establish techniques and strategies of fundraising so as to arrive at sustainable funding in achieving the organisation goals and objectives. The study findings would be significant to Non-Governmental Organizations hierarchy to deploy proactive strategies that can sustainable the organization in long run.

Student researchers would benefit from the study findings as a source of reference on how organizational capability impact on NGOs fundraising potentials.

## **1.6 The Study Scope**

This research study was covered in Juba, South Sudan. The study respondents were drawn from National Non-Governmental Organisations which consisted of program managers, finance managers and accountant this was attributed to the fact that they are more knowledgeable about their organizations operations and would provide available information pertaining the study

### **1.7 Limitations of the Study**

The limitations were enormous that included instances of incomplete or missing data from the research questionnaires and this was resolved through thorough data sorting and cleaning before the final data analysis were done. The fact that the research instrument was a self-reporting or respondent questionnaires, therefore the researcher had no control over whether or not the respondents would respond to it. However, this was resolved through assurances to the respondents that information provided would be used the study purposes. Although, the country political crises hindered free movement to other parts of the country, however, the researcher made it possible and focused on National Non-Governmental organisations operating within Juba.

### **1.8 The Organization of the Study**

This research project consisted of five chapters; Chapter one which introduces the study background, problem statement, the study objectives, study significance, scope of the study and study limitations. Chapter two presents review of prior study literatures which comprises the theoretical and empirical review, summary of the literature and the tabular summary of the reviewed literatures. Chapter three presents the methodologies used in carrying out the research study, and ethical considerations. Chapter four entails the study empirical findings discussions. Chapter five is where summary, conclusions and recommendation were discussed.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This is where an extensive range of prior literatures are reviewed of the research study variables in order to lay a foundation on how to bring into line the study objectives to the existing knowledge.

#### **2.1.1 Theoretical Review**

##### **2.1.2 Agency Theory**

The Agency Theory was conceptualized by Jensen and Meckling in 1976. This theory entails the relationship between principals and agents. It attempts to solve disputes over priorities between the principals and the agents, which in this case the donor is the principal and the NGOs are the agents. The principal usually dedicates the power to the NGOs. However, organizations goals may be compromised since the agent whom the principal has delegated the tasks may act unscrupulously to reach their own aims instead of the principal; this results in the agency cost.

Burger (2012) suggested that numerous donors remove funding NGOs due to insufficient governance mechanism. This is one of the dominant theories regarding board of directors' role in an organization. Their functions in organizations are management monitoring on behalf of the stakeholders and the effective monitoring can improve on the organisation performance and sustainability hence reducing the agency cost. The agency theory is important because it protects the organizations against managers who would put their self-interested goals above the organization interest. The theory strengthens the importance of board of directors in the NGOs. This is because board of directors are responsible in ensuring that the organization goals are fulfilled in line with the public responsibility. A good corporate governance practice implies an effective board that constantly evaluates its performance and provides oversight to the organization management through audit committee. Therefore, the existence of corporate structures such as board evaluation and audit committee acts as oversight over the management and as also acts as stakeholder watchdogs in mitigating against the agency conflict by ensuring that managers roles and duties are aligned to organisations goals and objectives.

### **2.1.3 Resource dependence theory**

This theory was first advanced by Pfeffer and Salancik in 1978. The proponents of this theory posit that various external aspects control the use of resources in an organization. In this case the organization largely depend from the external donors for resources, and the heavier NGOs dependence on foreign donors the more absolute control of resources by external actors. The theory hypothesizes the significant understanding of an organization in which they are resource insufficient. NGOs largely rely on grants and donations and faces instability in the flow of funds and with volatile demands. It is grounded on understanding the perspective of the environment in which the organization strive to acquires and sustain resources to operate. It provides the valuable insight in which an organisation may have a competitive advantage over the other and this can be in form of organisation resources and capability. For example, NGOs board's members provide valuable knowledge in resources lobbying directly to the organization, this is because board members with good reputation and integrity offer advice and direction where the organisation want to be, eventually bringing vital expertise, experience, and skills to the organization toward the realisation of the its objectives. It is of paramount significance to choose the right board member that can influence organization direction toward sustainability.

Waldron (2015) elaborated that NGOs that largely depend on external resources have less control of on resources because the funding comes with string conditions attached and in that foreign donors controlling resources. Resource dependence theory became useful in anchoring this study for it encourages NGOs to diversify its revenue base by gradually shifting from a single donor to more diversified pond of donors so as to reduce the risk of uncertainty of income inflows.

#### **2.1.4 Stakeholder Theory**

Freeman (1994) formulated this theory. The theory is based on organizational management on ethical and cultural issues. It is important for an organization to put in mind employees inputs that may influence their activities especially when comes to decision making in the organizational goal realization. The theory underscores how the organizations and its micro and macro environment relates to each other and how they effect on the organizations activities. For every organization its stakeholders are either within or outside the organization. For example, in any given project, clients, suppliers, government, surrounding local community and other NGOs all are shareholders.

Wagner, Alves & Raposo (2011) opined that stakeholder theory can be used to win a community trust in a particular project. Therefore, organisation management have a special obligation and a duty to guard the interest of all stakeholders and guarantee the community that activities are under the ethos of environmental protection and sustainability. The theory preserves the notion that shareholder interest should not harm other stakeholders' interest as well and indeed the NGOs management have the obligation to feed the donors, the government as well as the public about organization's operation and in fact the organization has to put in place proper monitoring and evaluation mechanism and more accountatable to its donors so as to justify NGOs projects spending. The stakeholder theory is used in guiding the study because in any organization stakeholders are paramount in financial sustainability by ensuring that organizations activities are geared towards its goal realization.

### **2.2 Empirical Review**

#### **2.2.1 Organizational Capacity**

Bell and Cornelius (2013) findings showed that NGOs lack designated fundraising employees and who can draft a strategic fundraising plan for the organisation. The study findings revealed

NGOs inability to fundraise resources in pursuing organizational mission, goals as well as objectives. The study further revealed that organizational capacity has significant effect on the NGO fundraising levels especially the small organizations do not have adequate capacity to train and acquire the required personnel to engage in fundraising. The study suggested that NGOs should elevate their fundraising drive, through strategically investing in grant fundraising capacity like strengthening and training of staffs on how to diversify their funding pool.

Roden (2014) conducted a research study on Non-Governmental Organizations capacity to become sustainable and how to create social enterprises in United Kingdom. The study was conducted using both case study method and an online questionnaires based survey to investigate the organizational structure and human resource capacity to develop social enterprise. The study identified a decreasing donors' funds as an impediment fronting the NGOs in the United Kingdom. The study recommended NGOs to devise alternatives fundraising mechanism so as to remain viable in the long run.

Okorley and Nkrumah (2012) identified factors such as adequate funds, good governance, staffs with the necessary skills in drafting strategic fundraising plans have significant influence on fundraising levels by NGOs. The study recommendations were that nongovernmental organizations have to deploy various fundraising strategies to guarantee their sustainability. These measures include authoring of decent need-based and demand-determined development suggestions, safeguarding transparency and responsibility, good personnel and leadership teaching with the necessary skills in fundraising for both local and foreign funds.

Kyalimpa (2014) did a study on how leadership competence influences Non-Governmental Organisations funding in Uganda. The study measured competence of NGOs in form of skills, and behaviour which includes ability to communicate vision, identify and exploit available

opportunities, team work and motivation and donor relations management, and the study measured sustainable funding in terms of NGOs ability to consistently fundraise adequate resources for realization of organisation goal in the long term. The study findings revealed that majority of NGOs still remain dependent from external donors for funds which are inadequate for their project activities which undermine their independence and programme sustainability. The study further found out failure of the NGOs to successfully mobilise funding and were unable to commence their operations. This is because funding is paramount as it enables organisations to survive and continue serving its constituency. The study findings witnessed incapacity of NGOs to generate and attract funding in addition to reduction in donor funding and withdrawal. The study concluded that NGOs must redesign their program activities implementation strategies to include use of low cost technologies to cut on operations cost, use of cost recovery program activities where project beneficiaries pay part of the cost.

Interestingly Philip (2013) conducted a study investigating factors that influence finance on sustainability of local NGOs programmes in Baringo County, Kenya. The study objectives were, to establish funding sources and its influences on local NGOs in Baringo County, to determine the motives preventing local NGOs from access to donor finance, to scrutinise the effect of funding on retention of qualified employees and finally to analyse the influence of governance of local NGOs on their potential to access funding opportunities. The study deployed descriptive survey targeting local NGOs actively engaged in development projects in Baringo County by using purposive sampling technique to identified 130 participants. The findings indicate that majority of the local NGOs receives funding in form of grants and donations and heavily rely from external donors as these poses a threat to their autonomy. The study further revealed that many local NGOs grapple with governance challenge which limit their chances of accessing multiple pool of funding but also weaken their financial sustainability.

Amenu (2015) research study objective was to explore the prospects and challenges that Non-Governmental Organisations faces with respective to fundraising practices. The study adopted for exploratory research method based on data gathered from interviews from selected senior management who are actively and directly involved in fundraising issues. The study findings identified both external and internal challenges affecting NGOs prospects of fundraising. where resource competition, enabling legal environment, perception of the community towards providing support for local NGOs were identified as external challenges, whereas, capacity of the organisation, budget scarcity/ lack of reserve funds, lack of viable fundraising strategy and over dependence on foreign donor sources of funds were identified to be the internal challenges that NGOs faced. The study conclusion was that efficient utilization of resources, organisational image and reputation, organisational capacity, prevailing culture of the community towards aid and existence of enabling environment has positive significance on NGOs prospects towards fundraising and financial sustainability.

### **2.2.2 Donor's Conditions**

Nuka (2010) conducted a study on longevity NGOs in Kosova. The study employed quantitative and qualitative research method inform of surveys and interviews. The study findings indicate that vast majorities of NGOs are financially unstable and depend largely from foreign donors for funds and they face severe difficulties in sustaining their activities due insufficient funding. The findings indicate that Majority of the Non-Governmental Organizations dependent from one foreign donor on a short term funding. The study recommended Non-Governmental Organizations to diversify their funding sources through widening their membership subscription fees and incorporates other income generating activities avenues.

Singh and Singh (2012) study findings revealed that for a donor to show trust in a non-governmental organisation then the charitable organisation must have good reputation, taking

selfless services to the less privileged communities and its charitable work activities should be of addressing a prevailing concern, for example to improve the living standards of the beneficiaries and the entire population at large but in contrary resources are often squandered to serve few individuals within the organization's management hierarchy, and is true that such bureaucracy might render deliverables unbearable, and many instances NGOs are subjected to a surprise audit of financial statements where misappropriation of funds are being suspected by donors and the implication was that NGOs found out to be in such dubious activities ends up in a scenario where contracts being terminated prematurely. The study conclusion was that charitable society organisations should take steps further in bringing transparency devise in order to gain much trust from the donors.

In a study conducted by Mugo (2015) on funding conditions imposed by donors when giving funds. The study administered a qualitative research method using probability sampling technique in form of web based survey targeting nongovernmental organizations operational in East Africa countries of Uganda, Kenya and Tanzania. The researcher findings indicated that majority of the NGOs are trapped at receiving cycle with limited ability of NGOs to fundraise to become self-sustaining. The study revealed that NGOs funding sources comes from outside Africa. The results clearly indicated NGOs total reliance for donor funding from programme to programme existence. This essentially implies that once the donor stops funding hence the organisation automatically ceases operations. The study recommended NGOs to put more focus on other self-generating income activities for their sustainability

Milelu (2018) investigated factors affecting Non-Governmental Organisations financial sustainability in Nairobi, Kenya. The study administered explanatory research design using purposive sample technique where questionnaires were distributed to 100 respondents. The study findings revealed decline of NGOs in accessing foreign funds. The study results further revealed good number of NGOs that have made effort to establish constructive networking and

alliances with different donor organisations as a way of strengthening their relationship with donors through accountability in the use of donor funds, maintained a regular and meaningful communication with contributors, organisations had to observed the donor guidelines and guideline. The study concluded that cordial association between the contributor and non-governmental organizations is paramount NGOs financial sustainability as demonstrated by productive linkages and associations with donors.

### **2.2.3 Funds competition**

In a study conducted by (Battii, 2014) on challenges facing local Non-Governmental Organizations in resource mobilisation in African continent demonstrated that several local NGOs in Africa rely on foreign donors for funds to run their projects. They relied heavily on the kindness of donors to fund the projects. Unfortunately, there is huge competition for the funds and resources. Local NGOs have realised that such sources of funding are inadequate to meet their project implementation. There exist scarcity of resources and NGOs find difficulties in generating financial resources yet they want to scale their programmes and activities and all these activities to be done requires substantial amount of funds. The study conclusion was that nongovernmental organizations existence depended on how best they can compete among themselves and organisational capability to fundraise other alternative resource.

Aden (2012) researched the consequence of competition for funds between the local Non-Governmental Organisations. The findings revealed insufficient funding for the local NGOs implementing nutrition projects in Somalia. The results further revealed that due to competition for funding cases of bribery, corruption, as well low capacity among the local NGOs were inevitable. However, the study showed that because of competition, local NGOs accessible to all parts of the country. The study concluded that competition disrupts coordination and timely service delivery eventually undermines the autonomy and long-term capacity of the indigenous NGOs

Harir (2015) study findings revealed competition for funding among other NGOs and INGOs can easily attract foreign funds and have competitive advantage over the local NGOs due to their accessibility to wider pool of funding sources in construct to local NGOs and this is because INGOs are better equipped and well positioned both locally and internationally to funding donors compared to local NGOs and is noticed by their recognizable name and logo, having diverse staffs with varied technical skills aiding in connections and networking with other donors to collaborate and even form partnerships. The study recommended that local NGOs should strengthen their organisation internal capacity and concoct fundraising strategies instead of heavily relying from external donors.

#### **2.2.4 Financial Management Practices**

According to a study conducted by Saungweme (2014) in Zimbabwe findings revealed majority of the local NGOs do not engage in income diversification activities and lack proactive fundraising strategies such as asking for beneficiaries' contributions. The study findings further revealed that local NGOs operates on a worry budgets due to the deceasing funding from donors. The study conclusion called for the local NGOs to develop fundraising strategies and income diversification mechanism like other forms of income generating activities and focus on friendly donor relationship in attainment of long term financial sustainability.

Gyamfi (2010) carried out a study on challenges of financing local NGOs in Ghana. The research pointed out that creating healthy financial control practices helps the local NGOs to spend according to the estimated budgets and enables managers make beneficial decision for the sustainability of the organisation. The study recommended local NGOs to formulate good financial controls mechanism to promotes efficient and effective utilization of resources

Ayene, Kumar, and Asefa (2014) researched on financial management practices of local NGOs in Ethiopia. The findings indicate that local NGOs monetary resources are heavily reliant on grants, as well as donations with few from membership fees. The study cited several issues to do with lack of participation in budget proposal review by the staffs and lack of cash forecast preparation, the financial statement preparations were not per the financial management standard.

According to a study done in Ethiopia by Martha (2017) finding indicates that lack of proper checks and balance in form of accountability and transparency affects the local NGOs in resource mobilisation and its management. The study recommended for local NGOs to engage and promote local fundraising incentives to reduce on dependence on foreign funds.

The study conducted by Milelu (2018) on factors affecting Non-Governmental Organisations financial sustainability in Nairobi, Kenya indicated that NGOs with sound and healthy financial policies and guidelines procedures on how to use and manage their funds were financially sustainable for long run. The study recommended that NGOs should institute and put in place more internal control measures to foster accountability on donor spending and NGOs should also put more emphasis and reinforce their financial reporting systems to ensure financial stability of the organization.

### **2.3 Summary of the literature review**

Prior literatures have pointed out various predicaments NGOs faces in mobilising for resources for operations and its financial sustainability. Notably Bell and Cornelius (2013) revealed that organizational capacity has insignificant effect on NGO fundraising levels. Roden (2014) identified a decreasing donor funding. Okorley and Nkrumah (2012), Kyalimpa (2014), Philip (2013) all found out NGOs incapacity to successfully mobilize funds. Amenu (2015) found out both external and internal factors that affects NGOs prospects towards fundraising. Nuka

(2010), Mugo (2015) studies showed that majority of NGOs heavily depend from foreign donors funding. Singh and Singh (2012) findings showed that donor trust on Non-Profit Organizations have significant effect on NGOs access to a particular source of funds. Milelu (2018) study results discovered significant positive relationship between donor relationship management. The research study findings by Battii (2014) and Harir (2015) revealed stiff competition for funds have significant effect on NGOs ability to fundraise by elaborating that an organisation survival depend on how well it can compete with other NGOs. Aden (2012) results healthy competition among NGOs is paramount it enables local NGOs to provide access and services to all parts of the country. Milelu (2018) study findings financial management systems have a significant influence on Non-Governmental Organisations financial sustainability. Martha (2017) Ayene et al (2014) opined local NGOs heavily depended on foreign funds in form of grants and donation and majority lack of accountability and transparency in resource mobilisation and its management. Saungweme (2014) and Gyamfi (2010) findings revealed that local NGOs sustainability influenced significantly by the financial management practices in term of financial controls that allows the local Non-Governmental Organisations to set spending limits and bolsters their attempts to keep expenditures in line with the revenues.

## 2.4 Tabular Summary of the Literature Review & Research Gaps

**Table 2.1: Summary of the Literature Review & Research Gaps**

<i>Author/citation</i>	<i>Main Objective</i>	<i>Key findings</i>	<i>Research Gaps</i>
Nuka (2010)	The study investigated funding of Kosova NGOs	The findings indicates that Majority of the Non-Governmental Organizations dependent	The study did not take organizational capacity to an account as a factor that

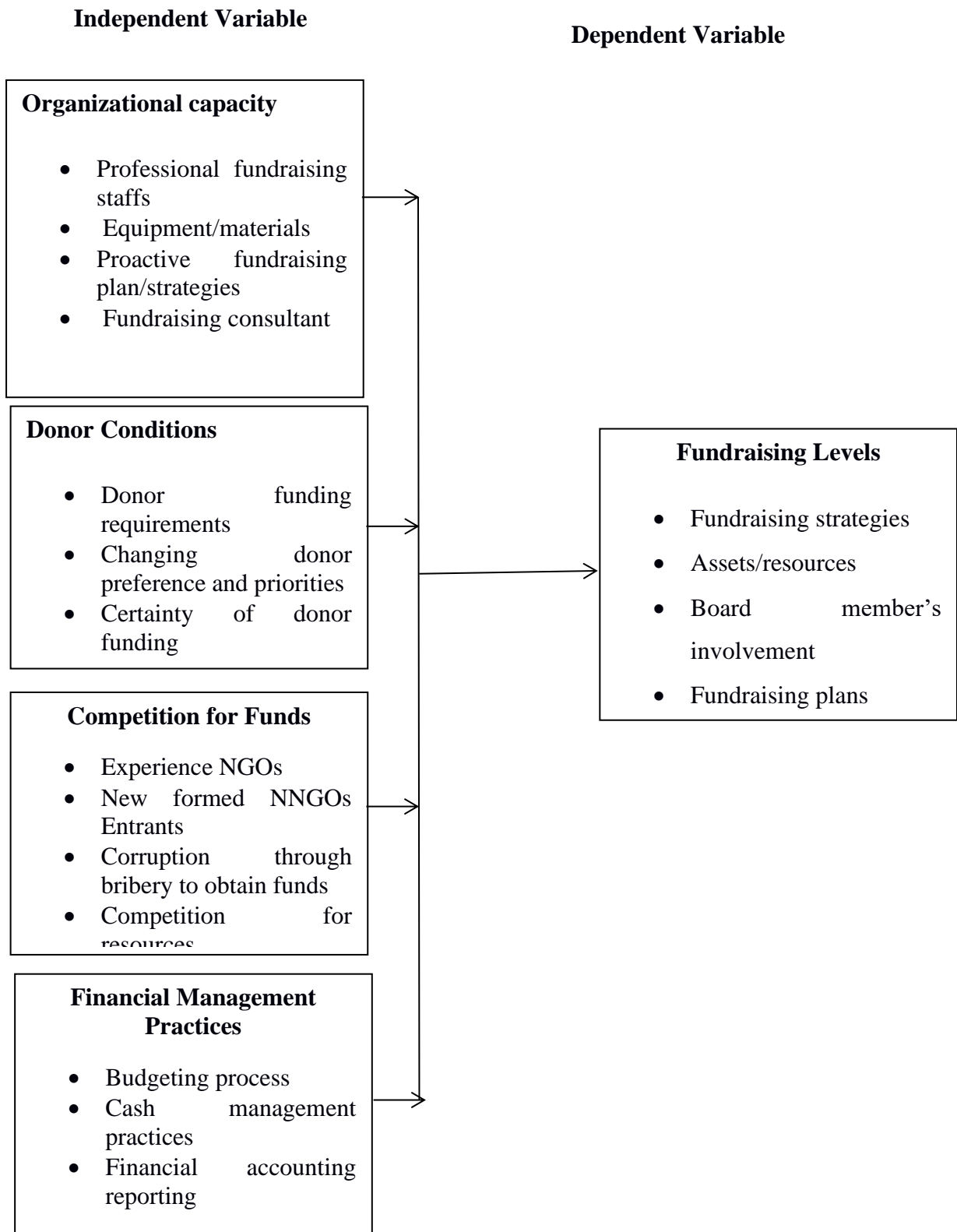
		from one foreign donor on a short term funding	would hinder NGOs access to fundraise.
Gyamfi (2010)	The study objective was to examine financing problems encountered by local NGOs in Ghana.	The study indicates that healthy financial control practices helps in financial sustainability of local NGOs	The researcher left out other variables such Donor-NGO relationship, competition, legal environment that can impede local NGOs to fundraise.
Bell and Cornelius (2013)	The study objective was to determine NGOs challenges	The study revealed NGOs inability to fundraise the resources in pursuing organizational mission, goals as well as objectives	Failure to look into the roles and responsibilities of employees within the scope and the value they add to the organization as well as motivating them.
Philip (2013)	The impact of financing on longevity of local NGO programs in Baringo County.	The study revealed that local NGOs grapple with governance challenge which limit their chances of accessing multiple pool of funding	The study did not take into account on staff development and training towards innovative methods of fundraising
Roden (2014)	Organizational structure and human resource capacity to develop social enterprise in the United Kingdom	The study identified a diminishing funding from contributors as the foremost impediment encountered by NGOs in the United Kingdom.	The findings were majorly on organizational structure and human capacity leaving out other external factors that would impede fundraising.
Kyalimpa (2014)	The study examined how leadership competence influence NGOs funding	Failure of the NGOs to successfully mobilize funding due their incapacity to generate and attract funding	The study did not take into account other factors that hinders local NGOs from resource mobilization like

			competition for donor funds
Ayene, Kumar, and Asefa (2014)	The study investigated financial management practices of local NGOs in Ethiopia	The research findings indicates that local NGOs financial sources were heavily dependent on grants and donations	The researcher fail in incorporate staffs development in form of training employees the necessary skills on fundraising methods
Batti (2014)	The study objective was to investigate local Non-Governmental Organizations challenges in resource mobilization in African	The findings indicate local NGOs over-reliance from foreign donors where there is stiff competition for the available funds among the NGOs.	The study mainly relied on secondary data ignoring primary data and is paramount for researcher to get first-hand data from the respondents
Saungwe me (2014)	The study objective was to investigate issues that impact financial durability of local NGOs in Zimbabwe	The research findings revealed that local NGOs operates on a worry budgets due to the deceasing funding from donors	The researcher did not recognize the significance of fundraising consultant and the effect of competition for funds among the local NGOs
Aden (2015),	The study objective was to analyse the impact of competition between local NGOs for funds in Somalia	The results further revealed that due to the competition cases of bribery, corruption, were inevitable.	The researcher pointed on the negative side of competition and ignoring the positive impact of competition since constructive competition among local NGOs enhances innovation and efficient service delivery

Harir (2015)	The study investigated challenges facing UNEP funding	The study findings indicates that INGOs have competitive advantage over local NGOs because of their wider pool of funding base	The study advocates for internet fundraising which is a bit difficult for small NGOs where their internet connectivity is a big concern
Mugo (2015)	Investigate on funding conditions imposed by donors when giving funds	The results clearly indicated NGOs reliance on donor funding from programme to programme existence	The scope of the study was so wide. The study findings may vary because countries have difference in demographic factors
Amenu (2015)	Investigate challenges that Non-governmental Organizations faces with respective to fundraising practices.	The study identified factors such as; resource competition, legal environment, organizational capacity, fundraising strategies, have positive significance on NGOs prospects towards fundraising.	The study identified general factors both internal and external factors that influences NGOs prospects towards fundraising but fail to note NGOs variances between different countries
Okorley and Nkrumah (2016)	Investigated organizational factors influencing local NGOs sustainability in from Ghana	The researcher identified factors such as availability of funds, , supportive leadership with the necessary skills in drafting strategic fundraising plans have significant influence on local NGOs sustainability	The study did not incorporate other factors like donor- NGO relationship that determine NGOs access to foreign funding.

Martha (2017)	Evaluation of resource deployment and funds supervision in Addis Ababa Ethiopia	The findings indicate lack of accountability and transparency affects local NGOs in resource mobilization and its management.	The study fails to suggest practical ways of improving NGOs transparency and accountability in order to win donors trust.
Singh and Singh (2018)	The study investigated the foundation of donor confidence in the NGOs in the context of India Pingalwara Charitable Society Amritsar	The study findings indicate good organizational reputation have significant influence on its ability to fundraise from different pool of donors.	The researcher did not incorporate financial management practices into the study as a mechanism of transparency accountability in order to gain much trust from the donors
Milelu (2018)	Investigated factors affecting Non-Governmental Organisations financial sustainability in Nairobi, Kenya	The study results indicates sound and healthy financial policies and guidelines procedures on how to use and manage their funds	The study advocates that NGOs should incorporate income generating activities yet most NGOs are not for profit organizations.

## 2.5 Conceptual Framework



**Figure 2.1: Conceptual Framework**

Source: (Author, 2021)

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

### **3.2 Research Design**

The research will utilize an explanatory research design. Considering Mugenda & Mugenda (1999) this design can be used to generalize the study findings to the entire population. This section indicates how the research project was done and gives the framework on how the researcher obtained data from research respondents and analysed the data (Creswell, 2013). The study adopted an explanatory research this is because it presents facts concerning the study variables under investigations as they exist at the time of study as well as emerging trends. Explanatory research method was appropriate because it describes the situation as it is and also minimising biases in data collection. The dependent variable of the study was NGOs fundraising levels whereas, the independent variables of the study were organisational capacity, donor funding conditions, competition for funds and financial management practices.

### **3.3 Target Population**

Ritchie, Lewis, and Elam (2013) note that target population is the entire assortment of a population with shared noticeable characteristics and where a sample size can be drawn from. The study consisted of registered and operational National Non-governmental organizations in Juba South Sudan. According to OCHA (2015) there were 61 National non-governmental organizations responding to the humanitarian situation in South Sudan. See the list of the national non-governmental organizations attached as an appendix. The researcher opted to carry out the study in Juba South Sudan as it is the country's capital and many if not all of the NGOs head offices are located in Juba. The target respondents were, program managers, finance managers, and accountants from the selected NGOs. This was because program managers, finance managers and accountants were well versed and knowledgeable of their

organization operations and were able to provide reliable information pertaining to the study variables.

### **3.4 Sample Design**

Creswell (2013) defined sampling as a process where research respondents are drawn from study target population. Since the population of 61 respondents was small and could be easily reached by the researcher, the researcher used census method to collect data from all the 61 respondents.

### **3.5 Instruments for Data Collection**

The research integrated primary and secondary data. Primary data were collected through questionnaires through drop and pick method to get first-hand information that has never been collected before whereas, secondary data were gathered from the existing literatures of NGOs manuals and financial reporting, and also obtained from South Sudan NGOs forum website. The researcher utilized questionnaires to gather primary data because of its easiness in recording and coding, saves on time, are so confidential and can eliminate interviewer bias (Bell, 2014)

#### **3.5.1 Piloting**

Before embarking on fieldwork, piloting is necessary so as to pre-test the research instruments. Pretesting questionnaires was done prior to giving out other questionnaires to study respondents so as to assess the content and clearness of elements, validity, as well as reliability of the instrument. Piloting was done for five selected NGOs from the study sample and this aided the scholar to familiarize with the inquiry questions before the final field work had to commence. The five selected NGOs were; Support for peace and education development programme, Community empowerment for progress organization, Women for Change, Advance South Sudan, Mother & Children Development Aid. Questionnaires were

given to the selected five NGOS of which three of the respondents were finance managers and two of the respondents were program managers respectively.

### **3.5.2 Reliability of the study**

Reliability of a research instrument is important as it can determine the extent to which a research instrument provides stable findings over repeated tests (Mugenda & Mugenda, 1999). Additionally, reliability is important to ascertain whether a questionnaire would produce the same results if administered again. The researcher used the Cronbach alpha of 0.70 coefficients.

### **3.5.3 Validity of the study**

Piloting was carried out to ascertain the soundness of the questionnaires. In ascertaining the validity of the questionnaires, the researcher used face as well as content validity where research questions were sent to the pilot group to obtain suggestions for modifications and content validity was done to ascertain whether the information obtained from the questionnaires yielded were true and significant in relation to the theoretical concept (Kombo & Tromp, 2006) and firm attention was adhered to ensure that the five pretest questionnaires administered to program managers, finance managers, and accountants of the selected five non-governmental organizations did not reflect in the final study.

## **3.6 Data Analysis and Presentation**

After the fieldwork, research questionnaires were subjected to a thorough checking to guarantee that each questionnaire was filled appropriately and in completeness. The analysis involved data coding in a computer spread sheet then entered on statistical package for social science (SPSS) and in descriptive statistics numerous values were acquired such as frequency, means, percentages, and standard deviations. The regression model provided an approach for the researcher to test the result of a modification in each of independent variables on the

dependent variables. For example, the model tested the effect of a change in donor funding conditions on how it affects NGOs fundraising levels in South Sudan.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Fundraising level

$\beta_0$  = Constant value

$\beta_1 \beta_2 \beta_3 \beta_4$  = parameters

$X_1$  = Organizational capacities

$X_2$  = Donor's funding conditions

$X_3$  = Competition for funding

$X_4$  = Financial management practices

e = Error term

### **3.7 Ethical Considerations**

Research ethics were strictly adhered to during the study period. Where the researcher obtained a letter of introduction from the School of Business Kenyatta University in order to explain to the respondent that research was purely for educational resolutions only and this aided the researcher to attain the required information from the study respondents. After the university has endorsed the study, the researcher the researcher acquired authorization from the management of the NGO projects. Confidentiality and anonymity of respondents was ensured where questions probing into their personalities were avoided. Participants also had informed consent to decide to contribute or not.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.1 Introduction

This chapter gives the results in relation to analyses of the data collected on effect of organization capability on fundraising levels by non-governmental organizations in South Sudan. The chapter covers the response rate analysis, reliability analysis, descriptive analysis of the respondents and the NGO's profiles, survey data, and the inferential statistics.

### 4.2 Response Rate

Nulty (2008) notes that response rate is the percentage of respondents who successfully fill the data collection instrument vis-à-vis the total number of respondents to which the instrument was administered. Concerning this study, a total of 61 self-administered research surveys questionnaires were distributed to the selected study respondents, and out of which 40 questionnaires properly filled were retrieved. The questionnaire filled and returned accounted for 65.6% successful response rate while 34.4% represented the questionnaires not retrieved. As scholars have posited in literature, a 50% response rate to administered questionnaires represented an acceptable response rate level (Mugenga & Mugenda, 2003), and therefore the achieved response rate in this study was considered sufficient enough to generate the needed information that had an influence on the study findings.

**Table 4.1: Response Rate**

	Frequency	Percent
Expected Responses	61	100.0
Received Responses	40	65.6
Un-received Responses	21	34.4

### **4.3 Reliability Results**

The reliability analysis was subsequently done using the Cronbach's Alpha which measured the internal consistency by establishing if certain items, within a scale, measure the same construct. Frankfort- Nachmias (2012) established that Alpha value threshold at 0.7, thus forming the benchmark of the study. Cronbach's Alpha was established for each objective as indicated in Table 4.2

**Table 4. 2: Reliability Results**

	Cronbach's Alpha	Number of Items
Organizational capacity	0.867.	9
Donor funding conditions	0.869	8
Competition	0.872	6
financial management	0.854	11
Capability on fundraising Levels	0.845	4

The table 4.2 above shows the Cronbach's Alpha for organizational capacity is (0.867), donor funding conditions (0.869), competition (0.872), financial management (0.854) and capability on fundraising levels (0.845) are considered to be acceptable and has good reliability for the scale. Thus, the Cronbach's Alpha for all the variable considered and acceptable. Achour (2017) opined that a Cronbach's alpha that is below .60 is unacceptable, and the one which is between .60 and .65 is undesirables, however, the one between .65 and .70 is minimally acceptable, and between .70 and .80 is respectable, lastly the one between .80 and .90 is very good but the one which is above .90 then shortening the scale should be considered. In this study the Cronbach's alpha was ranges between .80 and .90 which is considered very good.

#### 4.4 Respondents' Demographic Profiles

The study respondent's biographic characteristics were analysed based on gender, age, education level, current position, work experience, and involvement in fund raising activities.

**Table 4. 3: Gender of the study Respondent's**

	Frequency	Percentages
<b>Gender</b>		
Male	26	65
Female	14	35
<b>Total</b>	<b>40</b>	<b>100</b>

As shown in table 4.3 there is fair distribution of the respondents based on gender with male respondent accounted for 65% as the majority and the female counterpart accounted for 35% of the remaining distribution.

**Table 4.4: Age Distributions of the Respondent's**

	<b>Frequency</b>	<b>Percentages</b>
Below 20 years	2	5
21-30 years	23	58
31-40 years	12	30
41-50 years	3	7
51 years and above	-	-
<b>Total</b>	<b>40</b>	<b>100</b>

The age distribution of the respondents showed that of 21-30 age bracket were the majority with 58% of the total respondents, age 31-40 constituted 30%, age bracket 41-50 constituted 7%, and age below 20 years constituted 5 % of the total respondents. This shows that a significant percentage of the participants are young men and women who constituted the entire workforce in the NGOs investigated in this study as this was revealed that no respondent above 51 years.

**Table 4.5: Educational Levels of the Respondent's**

	<b>Frequency</b>	<b>Percentages</b>
Primary	1	3
Secondary	7	17
Degree	26	65
Masters	6	15
<b>Total</b>	<b>40</b>	<b>100</b>

The educational level descriptive analysis showed that majority of the respondents were degree holder from higher learning institutions with a total of 65%, the respondents with holder of

secondary certificates and master degree constituted 17% and 15% respectively, while the respondents with a holder of primary leaving certificate had the lowest distribution of 3%.

**Table 4.6: Current Position of the Respondent's**

	<b>Frequency</b>	<b>Percentages</b>
Program officer	24	60
Finance officer	6	15
Accountant	10	25
<b>Total</b>	<b>40</b>	<b>100</b>

The distribution in terms of positions held by the respondent's showed that the respondents who were programme officers constituted the majority of the participants in the questionnaire administration with 60%, followed by 25% who were accountants, and the finance officers who constituted 15%.

**Table 4.7: Respondent's Work Experience**

	<b>Frequency</b>	<b>Percentages</b>
Less than one year	2	5
1-5 years	23	57
6-10 years	14	35
11-15 years	1	3
16-20 years and above	-	-
<b>Total</b>	<b>40</b>	<b>100</b>

The distribution of work experience showed that respondent who worked in NGOs between 1-4 years constituted 57% of the total distribution, 35% constituted those who had been working between the period of 6-10 years, 5% constituted people who worked for less than 1 year, 3% constituted people who worked up to 11-15 years, and the findings showed that no respondents had worked more than 15 years and above among the respondents in the selected NGOs.

#### 4.5 NGOs Demographic Profiles

The biographic characteristics of the selected NGOs were analysed in relation to NGOs age, source of fund, foreign fund type, local fund type, funds sufficiency, and trends of fund raising as shown below.

**Table 4. 8: NGOs Age**

	<b>Frequency</b>	<b>Percentage</b>
1-5 years	11	28
6-10 years	15	37
11-15 years	5	12
16-20 years	8	20
21 years and above	1	3
<b>Total</b>	<b>40</b>	<b>100</b>

As shown in Table 4.3, the selected NGOs that had been operating from 6-10 years constituted the majority with 37% followed by NGOs that were operating from 1-5, 16-20 years, 11-15 years, and 21 years above with 28%, 20%, 12%, and 3% respectively.

**Table 4.9: NGOs Source of Fund**

	<b>Frequency</b>	<b>Percentage</b>
Foreign Donors	9	23
Local Funds	7	17
Both Foreign and Local	24	60
<b>Total</b>	<b>40</b>	<b>100</b>

The analysis showed that the major source of fund from the selected NGOs comes from both foreign and local donors with 60% percentage. Both the foreign and local sources of fund had 23% and 17% respectively.

**Table 4.10:NGOs Foreign Fund Type**

	<b>Frequency</b>	<b>Percentage</b>
Donations	12	30
Grants	23	57
Gifts	4	10
Any Other	1	3
<b>Total</b>	<b>40</b>	<b>100</b>

The analysis of foreign fund types as presented in Table 4.3 showed that grants constituted the major source of foreign fund with the highest percentage of 57, followed by donations with 30%, gift with 10%, and unspecified source which constituted 3%.

**Table 4.11:NGOs Local Fund Type**

	<b>Frequency</b>	<b>Percentage</b>
Income Generating Act	13	33
Member's Contribution	27	67
<b>Total</b>	<b>40</b>	<b>100</b>

The local fund types had members; contributions as a major source of fund with 67% and income generating act constituted 33%.

**Table 4.12:NGOs Sufficiency of Fund**

	<b>Frequency</b>	<b>Percentage</b>
Yes	19	48
No	21	52
<b>Total</b>	<b>40</b>	<b>100</b>

In terms of sufficiency of funds, the breakdown disclosed that the selected NGOs that claimed to have experienced insufficiency of fund constituted the majority with 52%, and those claimed to have sufficient funds constituted 48%.

**Table 4.13:NGOs Trend of Fund**

	<b>Frequency</b>	<b>Percentage</b>
Increasing	17	42
Decreasing	14	38
Fluctuating	7	18
Any Other	2	5
<b>Total</b>	<b>40</b>	<b>100</b>

In addition, most of the selected NGOs claimed that they experienced increase in trend of fundraising with 42%, followed by decrease in trend with 38%, fluctuation with 18%, and trend unspecified constituted 3%.

#### **4.6 Descriptive Analysis of Variables**

The study variables are discussed in this section. The analysis entailed independent variables which include fundraising capacity, donor’s funding condition, competition for fund, financial management practices, and the dependent variable fundraising levels.

##### **4.6.1 NGOs Fundraising Capacity**

NGOs fundraising capacity was measured by 9 items. The items were rated on 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agreed. The descriptive analysis fundraising capacity is presented in Table 4.5 in relation to the mean and standard deviation scores.

**Table 4. 14: Responses on NGOs Fundraising Capacity**

Item	Mean	Standard Deviation
Our organization have professional fundraising staffs	3.80	0.758
Our organization CEO is actively involved in fundraising	4.37	0.490
The organization have adequate assets/ equipment such as computers, funds, desktops, printers to aid in fundraising process	3.40	0.955
The organization hire a fundraising consultant	2.73	1.198
Organization do media platforms awareness to potential donors and the public	3.32	1.095
Our organization exercises a conservative way of fundraising from donors	4.00	0.716
A feasible mission with proven track record of success and robust backing from the constituents	4.38	0.667
Leadership skills willing to influence donors	3.80	0.687
Fundraising strategies and mechanism	3.85	0.736
<b>Overall Aggregate Score</b>	<b>3.7389</b>	<b>0.8113</b>

As shown in table 4.14 that mean and standard deviation scores stand at 3.7389 and 0.8113 in that order. The aggregate mean score of 4.38 showed that respondents agreed NGOs' mission statements determined their fundraising capacity while the lowest mean score of 2.73 approximates to 3 indicates that majority of the respondents were neither agreeing or disagree whether hiring of fundraising consultants constituted to fundraising capacity of the selected NGOs. The overall standard deviation score of 0.8113 indicated that low variability of responses, and therefore implies that majority of the respondents agreed that the items were measures of the NGOs fundraising capacity. These findings agree with that of Notably, Bell & Cornelius (2013) which revealed that, NGOs are stuck in a vicious cycle that impends their

ability to fundraise in pursuing organizational mission, goals as well as objectives. The study further revealed that organizational capacity has negative effect on the NGO fundraising levels especially the smaller nongovernmental organizations do not have adequate capacity to train and acquire the required personnel, skills to engage in fundraising.

#### **4.6.2 Donor Funding Conditions**

The donor funding conditions were measured by 8 items. The items were rated on 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The results of the analysis in terms of mean and standard deviation for each item were arranged and presented in table 4.15

**Table 4. 15: Responses on Donor Funding Conditions**

<b>Item</b>	<b>Mean</b>	<b>Standard Deviation</b>
Complex and changing donor's funding priorities	3.85	0.770
Donors requires funds to be utilized for the intended purpose	4.20	0.791
Do the foreign donors consider staffs within the organisation to have at least a university degree?	3.65	0.834
Donors frequently visit your organisation to assess the progress of the programme(s) funded by them?	3.78	0.947
Funders /donors provide trainings on financial management activities on agreed projects	3.20	0.911
Does the donors require funds to be utilized within the allotted timeframe or within the specified financial year	3.73	0.933
Do donors ask for the return of unspent balances rather than allow the funds for project extension.	2.83	1.217
Do donors necessitates different reporting requirements for projects	3.80	0.823
<b>Overall Aggregate Score</b>	<b>3.63</b>	<b>0.9033</b>

The aggregate mean score approximates to 4 indicates that the participants accepted the items explaining the construct of donor funding conditions. The mean score of 4.20 shows that the study respondent's agreed that funds donated by donors were conditioned on the purpose(s) for which the funds were being utilised. The lowest mean score of 2.83 approximates to 3 indicates that respondents were uncertain whether unspent balances of funds donated were asked to be returned or used for project extension by the donors. The overall standard deviation score indicates low variability of respondent's responses and this indicates that respondents agree to the items as a measure of donor funding conditions on NGOs fundraising levels. These findings were in line with that of Singh & Singh (2018) which revealed that, funders requires nongovernmental organizations to utilize donors funding's for the right purposes, for example

to improve the living standards of the beneficiaries and the entire population at large, but money have often been squandered to serve few individuals within the organization’s management hierarchy, and is true that such bureaucracy might render accomplishment of such deliverables unbearable, and in many cases NGOs are subjected to a surprise audit of financial statements and the implication was that NGOs found out to be in such frauds or graft ends up in a scenario where contracts being terminated prematurely.

### 4.6.3 Competition for Funds

The NGOs competition for fund was measured with 6 items. Each of the items was rated on a 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The results of the analysis in terms of mean and standard deviation for each item are arranged in table 4.16 below

**Table 4. 16: NGOs Competition for Fund**

<b>Item</b>	<b>Mean</b>	<b>Standard Deviation</b>
Does your organization have adequate resources to compete with other INGOs in the fundraising campaign	3.25	0.870
Does your organization compete for funds from emerging new NNGOs entrant	3.90	0.672
Is there competition for beneficiaries by both the NNGOs and the INGOS implementing the same projects in the same vicinity	3.45	1.108
Does your organization compete for funds from political linked or affiliated NGOs	2.45	1.176
Do your organization involve in corruption scandal to obtain funds	2.65	0.893
Do your organization compete relatively with other NGOs for already limited resources	3.57	0.874
<b>Aggregate Score</b>	<b>3.204</b>	<b>0.9322</b>

Table 4.16 indicates that the aggregate mean and the standard deviation scores stand at 3.204 and 0.9322 respectively. Aggregate mean score of 3.203 (uncertain) on 5-point Likert scale

adopted indicates uncertainty among the respondent's whether the NGOs compete for fund. The highest mean score of 3.90 indicates competition for fund was as a result of the emergence of new NGOs while the lowest mean score of 2.45 indicated that the selected NGOs do not compete for fund based on political or NGOs affiliation.

The overall standard deviation score shows that there was low variability of responses among the respondents and this therefore means that the respondents adequately and appropriately attest to the items measuring the construct of NGOs competition for fund. The study findings agree with a study by Aden, (2018) that competition for funds among nongovernmental organizations interrupts harmonization and timely delivery of humanitarian services to the vulnerable communities.

#### **4.6.4 Financial Management Practices**

NGOs financial management practices were measured with 10 items. Each of the items was rated on a 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The results of the descriptive analysis in term of the mean and standard deviation are arranged in table 4.17 below

**Table 4. 17: Financial Management Practices**

Item	Mean	Standard Deviation
The organizations boards members annually authorizes the organization's budget	4.08	0.829
Finance managers/staffs review all financial documents such as financial reporting statement, budget proposals	3.97	0.891
Monthly budgeting and monitoring	4.15	0.834
Monthly review of financial systems by the donors/funders	3.88	0.911
Cash forecast is always prepared monthly, quarterly and annually for cash need planning in project implementation	4.03	0.733
Appropriate computerized accounting software is utilized to perform recording functions and financial reporting in line with the financial accounting standard	4.43	0.781
Recording of financial transaction with the necessary supporting documents and enter to the file's system.	4.18	0.712
Adequate finance staffs with the required qualification to perform the financial management of the organization	3.53	1.114
The organization has clear administrative and financial manual	3.95	0.552
The financial statements are audited every financial year	4.18	0.747
<b>Aggregate Score</b>	<b>4.038</b>	<b>0.8104</b>

As indicated in Table 4.17 that the cumulative mean and the standard deviation scores, stand at 4.038 and 0.8104 correspondingly. 4.038 (agree) on 5-point Likert scale indicates that majority of the respondents agreed that there were financial management practices in their respective organisations. The highest mean score of 4.43 (agree) indicates elevated financial management practices among the selected NGOs. While the lowest mean score of 3.53 approximates 4 (agree) on 5-point Likert scale adopted also indicates good financial management practices in respect to fundraising levels among the selected NGOs.

Aggregate standard deviation of 0.8104 indicates low variation among the respondents. This indicates that the NGOs financial management practices are true measure of organisational fundraising capability to fundraise. The study findings agree with that of Saungweme, (2014) whose findings indicate that local NGOs faces unpredictable donor funding yet majority of the local non-governmental organizations are funded by foreign donors and majority of the local NGOs do not engage in income diversification activities and lack proactive fundraising strategies such as asking for beneficiaries' contributions.

#### 4.6.5 NGOs Fundraising Level

The NGOs fundraising level was measured with 4 items, and rated on 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The responses to these items were arranged table 4.18below.

**Table 4. 18: NGOs Fundraising Levels**

<b>Item</b>	<b>Mean</b>	<b>Standard Deviation</b>
The organization practise a proactive fundraising plan	3.82	0.813
Resources, capacity, to implement new fundraising strategies	3.68	0.971
Experienced board members with good relationship with donors	3.53	1.037
Realistic mission, vision, goals and objectives	3.97	0.733
<b>Aggregate Score</b>	<b>3.75</b>	<b>0.8885</b>

The table 4.18 above indicates that the overall mean and the standard deviation scores stand at 3.75 and 0.885 in that order. 3.75 indicates respondent's agreed to the items as a measure of NGOs fundraising levels where each of the four items has a mean score approximates to 4. Overall standard deviation score of 0.8885 indicates low variability of responses among the respondents, and therefore the aggregated mean score represented a true estimator of the

population mean. This further indicates that all items are true measures of organisational fundraising levels.

#### 4.7 Correlation Analysis

The study examined the relationship between the independent and the dependent variables of the study using Pearson Correlation analysis.

##### 4.5.1 Correlation on Organizational capacity and Capability on fundraising levels

**Table 4. 19: Correlation between Organizational capacity and fundraising levels**

		Time
Capability on fundraising levels	Pearson Correlation	.710**
	Sig. (2-tailed)	.000
	N	97

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

The study conducted a correlation analysis between organizational capacity and capability on fundraising levels NGOs. From the results in Table 4.19, the study established that there is positive relationship ( $r = .000$ ,  $P=0.710$ ) between organizational capacity and capability on fundraising levels of NGOs. Therefore, the findings imply that organizational capacity influences fundraising levels of non-governmental organizations.

##### 4.5. 3 Correlation between Donor funding conditions and Capability on fundraising levels

**Table 4.20: Correlation between Donor funding conditions and Capability on fundraising levels**

		Donor funding conditions
Capability on fundraising levels	Pearson Correlation	0.821*
	Sig. (2-tailed)	.000
	N	97

\* Correlation is significant at the 0.05 level (2-tailed).

Further, the study conducted a correlation analysis between Donor funding conditions and Capability on fundraising levels. The coefficient of Correlation ( $r=000$  and  $P=0.821$ ) illustrated in Table 4.11 shows that there is a strong positive and significant relationship between Donor

funding conditions and Capability on fundraising levels. The findings imply that donor conditions affect non-governmental organization capability on fundraising. This study is in line with the findings of Ochieng (2016) on factors influencing implementation of donor funded project.

#### 4.5.4 Correlation between Competition for funding and Capability on fundraising levels

**Table 4. 21: Correlation between Competition for funding and Capability on fundraising levels**

		<b>Competition for funding</b>
Capability on fundraising levels	Pearson Correlation	.424*
	Sig. (2-tailed)	.000
	N	97

\*. Correlation is significant at the 0.05 level (2-tailed).

The study further sought to establish the nature of the relationship between Competition for funding and capability on fundraising levels as shown in Table 4.21. The correlation coefficient ( $r=0.424$ ,  $P=0.000$ ) indicates that there exists a medium positive significant relationship between competition for funding and capability on fundraising levels. Iyer and Jha (2015) ranked conformance to specification as an important factor for capability on fundraising levels success.

#### 4.5.5 Correlation between financial management practices and Capability on fundraising levels

**Table 4. 22: Correlation between Financial management practices and Capability on fundraising levels**

		<b>Financial management practices</b>
Capability on fundraising levels	Pearson Correlation	.641*
	Sig. (2-tailed)	.015
	N	97

\*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis results shown in Table 4.22 indicate that there exist a strong, positive and significant relationship financial management practices and capability on fundraising levels ( $r=0.641$ ,  $P=0.015$ ).

## 4.8 Regression Analysis

**Table 4. 23: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 <sup>a</sup>	.537	.068	.66461

a. Predictors: (Constant), Organizational capacity, Donor funding conditions, Competition for funding and Financial management practices.

b. Dependent Variable: Capability on fundraising levels

Regression analysis was conducted to establish the relationship between independent and dependent variables as shown in Table 4.23. The findings showed that organisational capability on fundraising levels by nongovernmental organizations is at 53.7% as expounded by the independent variables whereas, 46.3 % is the variation due to other factors that have not been captured in this study.

#### 4.8.2 ANOVA of the Regression Model

**Table 4. 24: ANOVA of the Regression Model**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.763	4	6.191	11.594	.033 <sup>b</sup>
	Residual	21.351	40	.534		
	Total	46.114	52			

a. Dependent Variable: Capability on fundraising levels

b. Predictors: (Constant), P financial management practices, donor funding conditions, competition, financial management practices.

In the ANOVA table above, the  $F$  statistic =26.8625 as illustrated in Table 4.24. Since the  $f$  calculated is greater than  $f$  statistic, it infers that the model is statistically significant. Therefore, there is strong evidence that the regression results are statistically significant and the variation in the results is insignificant that cannot result to much difference in case of a change in the study units (population) and therefore the model fits the data well.

#### 4.8.3 Multiple Regression Coefficients

**Table 4. 25: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.046	.558		3.667	.000
	Organizational capacity	.149	.122	.123	1.222	.025
	Donor funding conditions	.008	.122	.006	.063	.049
	Competition	-.133	.121	-.121	-1.098	.027
	Financial management practices	.373	.128	.323	2.906	.005

a. Dependent Variable: Capability on fundraising levels

Regression analysis was conducted to find out the coefficients connecting the independent and dependent variables as demonstrated below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby Y represents capability on fundraising levels,  $X_1$  represents organizational capacity,  $X_2$  represents donor funding conditions,  $X_3$  represents competition for funding and  $X_4$  represents financial management practices.  $\beta_0$  represents Constant which defines the value of capability on fundraising levels without the inclusion of predictor variables.

From the results in Table 4.15 the specified equation was answered by the values of Unstandardized Coefficients (B) and all the variables were significant since their p values (Sig. <0.05) were less than 0.05. The results show that the predictor variables have positive relationship with capability on fundraising levels except competition. Thus,

$$Y = 2.046 + 0.149X_1 + 0.008X_2 - 0.133X_3 + 0.373X_4 + 0.558$$

The value of capability on fundraising levels without the influence of the predictor variables is 2.046. This explains that, at any given time capability on fundraising levels will be 2.026 holding other influences constant at 0. The results also illustrate that, a unit increase of organizational capacity would result to 0.149 times change in capability on fundraising levels, a unit increase of donor funding conditions would result to 0.008 times increase in capability on fundraising levels, a unit increase in competition for funding would result to 0.133 times decrease in capability on fundraising levels. This implies any change by increase in competition lowers the overall capability on fundraising levels. While a unit increase in financial management practices would result to 0.373 times increase in capability on fundraising levels as given by the coefficients in the model.

#### **4.9 Hypothesis Testing**

**H<sub>01</sub>:**

From the findings in Table 4.25 the p-value was 0.025 which is less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis ( $H_{01}$ ) and concluded that organizational capacity has a significant influence on capability on NGOs fundraising levels in South Sudan.

**H<sub>02</sub>:**

From the findings the p-value was 0.049 which is less the 0.05 significant levels. Thus, based on the rule of significance, the study rejects the null hypothesis ( $H_{02}$ ) and concluded that Donor funding conditions has a significant influence on capability on NGOs fundraising levels in South Sudan.

**H<sub>03</sub>:**

On the third hypothesis the p-value was 0.027 which is less the 0.05 significant levels. Thus, based on the rule of significance, the study rejects the null hypothesis ( $H_{03}$ ) and concluded that competition for funding have a significant influence on capability on fundraising levels on NGOs fundraising levels in South Sudan.

**H<sub>04</sub>:**

Finally, the study sought to test the hypothesis that:  $H_{04}$ : Financial management practices has no significant influence on capability on NGOs fundraising levels in South Sudan from the findings the p-value was 0.005 which is less than 0.05 significant level. Thus, based on the rule of significance, the study rejected the null hypothesis ( $H_{04}$ ) and concluded that financial management practices have a significant influence on capability on NGOs fundraising levels in South Sudan.

#### **4.10. Test for Assumptions of Variable**

##### **4.10.1 Linearity Test**

Linearity test is a prerequisite in the correlation and linear regression analysis. Linearity means that the forecaster variables in the regression have a straight-line association with the product variable. For an ideal research in the regression model should results in a linear association between the independent variable as well as dependent variable. Linearity test assumes linearity of residuals. If the sig value is  $> 0.05$  then the relationship between the independent variable is linearly dependent.

**Table 4. 26: Linearity test**

			df	Mean Square	F	Sig.
Organizational capacity *	Between Groups	(Combined)	43	.421	1.707	.032
		Linearity	1	.649	2.630	.111
		Deviation from Linearity	42	.416	1.685	.336
	Within Groups		53	.247		
	Total		96			
Donor funding conditions *	Between Groups	(Combined)	43	.430	1.664	.039
		Linearity	1	.215	.832	.366
		Deviation from Linearity	42	.435	1.684	.336
	Within Groups		53	.259		
	Total		96			
Competition *	Between Groups	(Combined)	43	.367	.894	.646
		Linearity	1	.057	.139	.711
		Deviation from Linearity	42	.374	.912	.619
	Within Groups		53	.410		
	Total		96			
Financial management practices *	Between Groups	(Combined)	43	.411	1.322	.166
		Linearity	1	2.845	9.163	.004
		Deviation from Linearity	42	.353	1.136	.328
	Within Groups		53	.310		
	Total		96			

Based on findings from table 4.26 significant value is 0.336 for Donor funding conditions and capability on fundraising levels. This shows that the relationship between Donor funding conditions and capability on fundraising levels is linear dependent (sig. Deviation from Linearity > 0.05,)

On Donor funding conditions the value sig. Deviation from Linearity is 0.336 which is greater than 0.05, it can be concluded that there is a linear relationship between the variables of Donor funding conditions with capability on fundraising levels.

The value sig. Deviation from Linearity of competition for funding is  $0.646 > 0.05$  and therefore it can be there is a linear relationship between the variables of competition with capability on fundraising levels.

Finally, on the significance value is 0.328 for financial management practices and capability on fundraising levels. This shows that the relationship between financial management practices and capability on fundraising levels is linear dependent (sig. Deviation from Linearity  $> 0.05$ .)

#### **4.7.2 Normality Test**

The postulation of the normality of the data is significant in the undertaking of the parametric tests as well as multivariate analysis. Normality means that the distribution of the test is normally distributed. This is done through the Kolmogorov-Smirnov normality test as shown in table 4.27

**Table 4. 27: One-Sample Kolmogorov-Smirnov Test**

		Organizational capacity	Donor funding conditions	Specification	Financial management practices	Implementation
		n	n	n	n	n
N		97	97	97	97	97
Normal Parameters	Mean	3.0263	3.2430	3.1082	2.7436	3.1291
	Std. Deviation	.57013	.57925	.62502	.59604	.68839
Most Differences	Extreme Absolute	.075	.106	.113	.076	.061
	Positive	.039	.067	.062	.076	.047
	Negative	-.075	-.106	-.113	-.062	-.061
Test Statistic		.075	.106	.113	.076	.061
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	.109 <sup>c</sup>	.204 <sup>c</sup>	.200 <sup>c,d</sup>	.200 <sup>c,d</sup>

a. Test distribution is Normal.  
b. Calculated from data.  
c. Lilliefors Significance Correction.  
d. This is a lower bound of the true significance.

From the output of One-Sample Kolmogorov-Smirnov Test in table 4.27, the value of the variable Asymp. Sig for organizational capacity is 0.20. Competition and Asymp. Sig value of implementation variable is 0.200. In agreement with the primary decision-making in the normality test, the value Asymp. Sig all study variables > 0.05, it can be established that the data organizational capacity and capability on fundraising levels is a Normal distribution.

The value of the variable Asymp. Sig for Donor funding conditions is 0.109 and Asymp. Sig value of implementation variable is 0.200. In agreement with the primary decision-making in the normality test, the value Asymp. Sig all study variables > 0.05, it can be determined that the data organizational capacity and capability on fundraising levels is a Normal distribution

From table 4.18, the value of the variable Asymp. Sig for competition is 0.204 and Asymp. Sig value of implementation variable is 0.200. In harmony with the elementary decision-making in the normality test, the value Asymp. Sig of the study variable > 0.05, it can be determined that the competition and capability on fundraising levels is a Normal distribution

Finally, the results show that the value of the variable Asymp. Sig for financial management practices is 0.20.and Asymp. Sig value of implementation variable is 0.200., therefore the value Asymp. Sig of that study variables  $> 0.05$ , it can be concluded that the data on financial management practices and capability on fundraising levels is a Normal distribution.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter consist of four subsections such as, summary, conclusions, recommendations and suggestions for future research studies.

### **5.2 Summary of the Findings**

The fundraising levels determine the success and sustainability of NGOs and therefore contingent on the organisational fundraising capability. Evidence abounds in literature in terms of significant and insignificant relationship between fundraising levels and organisational fundraising capacity among NGOs. However, such evidence remains anecdotal and limited in South Sudan that housed a chunk of NGOs. It is against this backdrop that this study investigated the significant effect of fundraising capacity, donor's funding condition, donor's competition for fund, and financial management practices on NGOs fundraising levels. The study employed explanatory research survey and organised questionnaires were administered to acquire answers from the participants. The descriptive statistics were utilized to expound and review the features of the survey statistics whereas inferential statistics tested relationships. The findings indicate NGOs fundraising capability has a positive and substantial influence on NGOs fundraising levels. In relation, the study variables tested found positive and significant effect of organisational capacity and financial management practices on NGOs fundraising levels. However, the findings of insignificant effect were found with donor's funding conditions and competition for fund on NGOs fundraising levels.

#### **5.2.1 Organizational Capacity**

According research findings, it was revealed that, the NGOs' mission statements determined their fundraising capacity. The study findings also revealed that, most of the NGOs have adequate equipment such as computers, funds, desktops, printers to aid in fundraising process.

Most of the NGOs have also a practicable mission including established success, robust support from residents, and a convincing need for their efforts. These factor affect organizational fundraising level. Similarly, Sassu and Ceptureanu (2017) carried out a quantitative on financing Romanian Non-Governmental Organizations. The study found that most Romanian NGOs focus on fundamental survival and less on organizational expansion and experience issues in the recruitment and retention of experienced professionals. Furthermore, the findings noted that low effort to promote the organizational image and weak organizational culture towards an efficient fundraising campaign leading to poor public information relationships and indeed a distorted organizational image and reputation could lead to additional funding problems. This will lower the organization's rate of collection of funds.

### **5.2.2 Donor funding**

The study findings indicated that, most of the donors are very specific and only wants the funds to be used for the specific purposes meant for them, such donors pay a frequent visit to the NGOs to ensure that the finances are not misused and that the NGOs are run accordingly and are in a position to achieve their goals and objectives. This study agrees with that of Singh & Singh (2012) which revealed that the charitable organization must have a good reputation for a donor to demonstrate faith in a non-governmental organization, take selfless services to the less fortunate communities, and its charitable work activities should be for a reason and set a decent record for the community. The conclusion was that charitable society organisations should take steps further in bringing transparency devise in order to gain much trust from the donors.

### **5.2.3 Competition for Funding**

The study indicated that, there are very high competitions for funding by the NGO projects in South Sudan. In this case, there are very few funds provided for the NGOs as compared to the high demand for funds by the NGOs. The high competitions have therefore affected the

functionality of the NGOs. These study findings are in line with that of Aden (2012) which was conducted to evaluate the influence of competition for funds between the local Non-Governmental Organisations, whose findings revealed that due to competition for funding cases of bribery, corruption, as well low capacity among the local NGOs were inevitable. The also revealed that, competition disrupts coordination and timely service delivery eventually undermines the autonomy and long-term capacity of the indigenous NGOs.

#### **5.2.4 Financial Management Practices**

There are financial management practices in place, though according to the findings, there are sometimes misappropriation of funds thus affection the functionality of the NGO projects. Some of the donors don't pay a frequent visit the organisation to check whether the NGOs are effectively working towards the attainment of their financial aims and purposes. The findings showed that, cash forecast is not always prepared monthly, quarterly and annually for cash need planning in project implementation, this has also affected financial planning. This study agrees with that conducted by Gyamfi (2010) on challenges face by local NGOs in Ghana regarding financing. The results indicate that comprehensive financial management practices have substantial effect on the monetary sustainability of local NGOs. Additionally, the study noted that the formation of rigorous fiscal control practices helps local NGOs spend on the basis of estimated budgets and enables managers to make a positive decision on the sustainability of the organization. The study recommended the development of a good financial control mechanism by local NGOs to promote efficient and effective resource utilization.

#### **5.3 Conclusion**

The study investigated how organisations capability affects fundraising levels of Non-Governmental Organizations in South Sudan. The NGOs capability was a composite variable and measured with four latent variables: fundraising capacity, donor's funding conditions,

competition for funds, and financial management practices. Therefore, from the findings of this study, the researcher then arrived at conclusions which are presented as follows.

It was established that, there is a strong progressive association between, donor funding requirements and capability on fundraising levels. Donors with a good financial base will always provide better finances to the NGOs thus enhancing their performances. majority of donors are very specific and only want the funds to be used for the specific purposes intended for them, such donors frequently visit NGOs to ensure that the finances are not misused and that the NGOs are managed accordingly and are in a position to achieve their objectives and objectives.

There is a very high level of competition of funds in the NGOs in South Sudan, this has therefore affected the amount of funds which the organization can raise thus affecting their functions. Most of the NGOs are therefore operating with insufficient funds due to high competition for funds.

The hypotheses of the study objectives found out that fundraising capacity, donor funding conditions, competition for funding and financial management practices have insignificant effects on NGOs fundraising levels.

## **5.4 Recommendations**

This study investigated how organizational capability affects Non-Governmental organisation fundraising levels in South Sudan on fundraising levels of

### **5.4.1 Recommendations for policy**

The findings of this study contain some pivotal information that could aid informed decisions for policy makers of NGOs in South Sudan.

Organizational capacity was found to be positive and had a significant impact. The implication of this result shows that the need for capacity building becomes sacrosanct for NGOs to improve the level of fundraising. Organisational capacity in terms of qualified personnel, astute leadership, effective structure and culture, technology, must be developed and improved, and this would aid the process of fundraising activities.

Donor's funding condition was found to have a significant effect on NGOs fundraising levels in South Sudan. This therefore implies that donors of funds to NGOs want the funds provided to be channelled for the purpose(s) for which such funds meant for. The management of NGOs should ensure that there are no ambiguities and clearly stated goals and objectives would create a trust that could soften and mitigate the conditions that could affect fundraising levels of NGOs.

Competition for funds was also found to have a significant effect on fundraising levels of NGOs in South Sudan. This therefore implies that competition among the new entrants (NGOs) has effect on fundraising levels of NGOs. Therefore, newly formed NGOs need to have capacity and clear goals and objectives to compete for funds with other NGOs from donors effectively.

Financial management practices revealed significant effect on fundraising levels of non-governmental organisations in South Sudan. This implication of this result is that sound financial management practices remain essential ingredients in improving fundraising levels of non-governmental organisations. The management of non-governmental organisations needs to ensure that sound financial management practices become an important culture to be instituted, and this would endear interest and commitment of the funds donors which would in turn improve fundraising levels of non-governmental organisations.

#### **5.4.2 Recommendation for practice**

This research examined the impact of NGOs capability on fundraising levels in South Sudan. Prior studies had provided evidence of significant and insignificant relationship between organisational capability and fundraising levels in non-governmental organizations, however, such evidence is lacking in the context of South Sudan.

The study also creates a platform for debate and further research among scholars through the findings of insignificant effect of donor's fund conditions and competition on fundraising levels in the context of NGOs in South Sudan.

#### **5.5 Suggestion for Future Research**

This study is a cross-sectional research study where evidence of positive correlation between NGOs capability and fundraising levels in non-governmental organisation was established. However, the evidence of correlation is not akin to causality and this constitutes a limitation to cross-sectional research study. Future research studies investigating the significant effect of organisational capability on fundraising levels on non-governmental organisations in South Sudan should endeavour to carry out longitudinal studies so as to ascertain the causal effect of organisational capability on fundraising levels of non-governmental organisations.

This research study was carried out in Juba the capital city of South Sudan, and therefore as a result of differences in social, cultural, economic, legal, and political landscape, the findings of this study may not be able to be generalised across countries where activities of NGOs are more pronounced especially in Africa. Additional research studies are therefore needed to be carried out in other regions, especially in Africa, for comparison of results and generalisation of research findings.

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## APPENDICES

### Appendix I: List of South Sudan National Non-Governmental Organizations

NO	NAME OF THE ORGANIZATIONS	NO	NAME OF THE ORGANIZATIONS
1	Christian Mission for Development	31	Access for Humanity
2	Nile Initiative for Development Organization	32	Women for Change
3	The Rescue Initiative	33	Mother & Children Development Aid
4	Action for Health	34	Health Link
5	Justice for Children Organization	35	Star Trust Organization
6	Smile Again Africa Development Organization	36	South Sudan Action Network on small arms
6	Support for Peace & Education Development Programme	37	Community Empowerment for Progress Organization
7	Community in Need Aid	38	South Sudan Health Association
8	Radio community South Sudan	39	Community Initiative for Development
9	National Relief and Development Association	40	South Sudan Grassroots Initiative for Development
10	Mobile Humanitarian Agency	41	Steward Women Organization
11	Rural Women for Development	42	Hold the Child Organization
12	Africa Life Aid	43	Action for Development
13	Reproductive Health Association	44	Coalition for Humanity
14	African Development Aid	45	Rescue Mission
15	Initiative for Peace Communication Association	46	Basic Education and Development Network Organization
16	Health Care Foundation Organization	47	Health Care Foundation
17	Live well Health Care Organization	48	Christian Recovery & Development Agency
18	Touch Africa Development Organization	49	Help Restore Youth
19	Confident Children out of Conflict CCC	50	Together in Transformation Initiative

20	Community Health and Development Organization	51	Universal Network for Knowledge & Empowerment Agency
21	The Health Support Organization	52	Community Agricultural Support Initiative
22	South Sudan Law Society	53	Care for Children & Old Age organization
23	Peace Corps Organization	54	Humane Development Council
24	Widows & Orphanage Organization	55	Fashoda Youths Forum
25	Disabled Agency for Rehabilitation & Development	56	Integrated Community Peace & Development
26	Advance South Sudan	57	Women Development Group
27	Standard Action Liaison Focus	58	South Sudan Older People Organization
28	Lacha Community and Economic Development	59	Panda Kondial Community Development Organization
29	Malakal Mobile Theatre Team	60	South Sudan Women Lawyers Association
30	South Sudan Women Empowerment Organization	61	Community Empowerment For Rural Development

## Appendix II: Cover Letter

Kenyatta University

P.O.Box 43844-00100,

Nairobi Kenya

Tel +254-20-8710901

Dear Respondent,

### DATA COLLECTION

My name is nyasu John Hakim, a Post Graduate Student at Kenyatta University School of Business in the Department of Accounting and Finance doing Masters in Business Administration (Finance). Am carrying out research survey of selected National Non-Governmental Organizations in Juba City, South Sudan.

The study topic is to investigate the effect of organisational capability on fundraising levels by non-governmental organisations in Juba South Sudan.

Therefore, I request you to answer the questionnaires to the best of your knowledge and the data provided will strictly be used for study purposes and treated with confidentiality.

Your time and assistance will highly be recognised

Thank you

-----

Nyasu John Hakim Ali

MBA Student

nyasuali@gmail.com

### **Appendix III: Research Questionnaire**

This study is a requirement for the partial fulfilment of the master of business administration of the school of business of Kenyatta University. The purpose of the study is to investigate how organisational capability affects National Non-Governmental Organisations fundraising Levels in South Sudan.

#### **SECTION A: PERSONAL DETAILS**

##### **Gender of respondent.**

Male  Female

##### **Your age bracket**

Below 20 years  21-30 years  31-40 years  41-50 years  50 years & above

##### **Educational level**

Primary  Secondary  Degree  Masters  &any other (specify) -----

##### **Your current position**

Program manager  & any other (specify) -----

##### **Your work experience**

Less than 1 year  1-5 year  6-10 years  11-15 years  16-20 years

##### **Indicate to what extent you are responsible for your organization's fundraising activities**

No responsibility  partly responsible  fully responsible

#### **SECTION B: ORGANIZATIONAL RELATED PROFILE**

**Name of the NGO (optional) -----**

##### **Age of the NGO**

1-5 Years  6-10 years  11-15 years  16-20  21 and above

##### **Where do your NGO source funding from?**

Foreign donors  Local funds  both foreign & local funds  any other (specify) -----

**If foreign funds, what kind of funding (more than one answer is possible)**

Donation ( ) Grant ( ) Gift ( ) &any other (specify) -----

**If local funds, what kind of funding (more than one answer is possible)**

Income generating activities ( ) Member’s contribution ( )  
 Any other (specify) -----

**Do you have sufficient sources of funding to pursue your organizational objective?**

YES ( ) NO ( )

**How do you rate the trend of foreign funding since establishment of the organization?**

Increasing ( ) Decreasing ( ) Fluctuating ( ) & If any other (specify) -----

**SECTION C: NGOs FUNDRAISING CAPACITY**

Kindly Tick ( ) which best describes your view concerning organizational capacity on fundraising levels by using a scale of 1 to 5: 5= Strongly Agree, 4 = Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree.

<i>Statement</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Our organization have professional fundraising staffs					
Our organization CEO is actively involved in fundraising					
The organization have adequate assets/ equipment such as computers, funds, desktops, printers to aid in fundraising process					
The organization hire a fundraising consultant					
Organization do media platforms awareness to potential donors and the public					
Our organization exercises a conservative way of receiving funding from donors.					
A feasible mission with proven track record of success and robust backing from the constituents					
Leadership skills willing to influence donors					
Fundraising strategies and mechanism					

**SECTION D: DONOR’S FUNDING CONDITIONS**

Kindly Tick ( ) which best describes your view concerning donors funding conditions on fundraising levels by using a scale of 1 to 5: 5= Strongly Agree, 4= Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree.

<i>Statement</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Complex and changing donor's funding priorities					
Donors requires funds to be utilized for the intended purpose					
Do the foreign donors consider staffs within the organisation to have at least a university degree?					
Donors recurrently visit your organisation to appraise the progress of the programme(s) funded by them?					
Funders /donors provide trainings on financial management activities on agreed projects					
Does the donors require funds to be utilized within the allotted timeframe or within the specified financial year					
Do donors ask for the return of unspent balances rather than allow the funds for project extension.					
Do donors necessitates different reporting requirements for projects					

### **SECTION E: NGOs COMPETITION FOR FUNDS**

Kindly Tick ( ) which best describes your view concerning NGOs competition for funds on fundraising leves by using a scale of 1 to 5: 5= Strongly Agree, 4= Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree.

<i>Statement</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Does your organization have adequate resources to compete with other INGOs in the fundraising campaign					
Does your organization compete for funds from emerging new NNGOs entrant					
Is there competition for beneficiaries by both the NNGOs and the INGOS implementing the same projects in the same vicinity					
Does your organization compete for funds from political linked or affiliated NGOs					
Do your organization involve in corruption scandal to obtain funds					
Do your organization compete relatively with other NGOs for already limited resources					

## SECTION F: NGOs FINANCIAL MANAGEMENT PRACTICES

Kindly Tick ( ) which best describes your view concerning your organization's financial management practices on fundraising levels by using a scale of 1 to 5: 5= Strongly Agree, 4= Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree.

<i>Statement</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The organizations boards members annually authorizes the organization's budget					
Finance managers/staffs review all financial documents such as financial reporting statement, budget proposals					
Monthly budgeting and monitoring					
Monthly review of financial systems by the donors/funders					
Cash forecast is always prepared monthly, quarterly and annually for cash need planning in project implementation					
Appropriate computerized accounting software is utilized to perform recording functions and financial reporting					
Recording of financial transaction with the necessary supporting documents and enter to the file's system.					
Adequate finance staffs with the required qualification to perform the financial management of the organization					
The organization has clear administrative and financial manual					
The financial statements are audited every financial year					

## SECTION G: NGOs FUNDRAISING LEVELS

Kindly Tick ( ) which best describes your view concerning your organization's capability on fundraising levels by using a scale of 1 to 5:

5= Strongly Agree, 4= Agree, 3= Uncertain, 2= Disagree and 1= Strongly Disagree.

<i>Statement</i>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The organization practise a proactive fundraising plan					
Resources, capacity, to implement new fundraising strategies					
Experienced board members with good relationship with donors					
Realistic mission, vision, goals and objectives					

THE END

## Appendix IIIV: Research Authorization Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

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Our Ref: **D53EA/33402/2015**

DATE: 18<sup>th</sup> January, 2019

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR NYASU JOHN HAKIM ALI – REG. NO. D53EA/33402/2015.**

I write to introduce **Nyasu John Hakim Ali** who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Accounting and Finance.

**Nyasu** intends to conduct research for a M.B.A Project Proposal entitled, “**Non-Governmental Organizations Ability and Fundraising Levels in South Sudan**”.

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI  
AG. DEAN, GRADUATE SCHOOL

EM/inn



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 18<sup>th</sup> January, 2019

TO: **Nyasu John Hakim Ali**  
C/o Accounting and Finance Dept.

REF: **D53EA/33402/2015**

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 9<sup>th</sup> January, 2019 approved your Research Project Proposal for the M.B.A Degree Entitled, "**Non-Governmental Organizations Ability and Fundraising Levels in South Sudan**".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

**ELIJAH MUTUA**  
**FOR: DEAN, GRADUATE SCHOOL**

c.c. Chairman, Accounting and Finance.

Supervisors:

1. Dr. Ambrose Jagongo  
C/o Department of Accounting and Finance  
Kenyatta University

*EM/Inn*