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COMMUNITY ENGAGEMENT, FUND DEVELOPMENT AND GROWTH OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE STUDY OF MOMBASA COUNTY

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Abstract

Nongovernmental organizations is part of many cultures worldwide, locally and in Kenya. Therefore, sustainability is vital for the progression of non-governmental organizations in accomplishment of its objectives. Establishing the role of community engagement, fund development in the growth of non-governmental organizations is paramount. This study aimed at determining the influence of community engagement and fund development on the growth of non-governmental organizations in Kenya. A descriptive research design was used with a target population of 68 employees in Mombasa County. Quantitative data was collected using a structured questionnaire. Data obtained was analyzed using SPSS and presented using tables, figures and charts. The results indicated that community engagement influences the growth of non-governmental organizations at a rate of 45% by enhancing efficiency. Accordingly, 21% of the respondents agreed that it increases accountability, 23% were of the opinion that it minimizes resource wastage, while 11% indicated that interpersonal aspect of community engagement enhances donor confidence. On the other hand, 41% of the respondents felt that fund development is important to the growth of NGOs as it leads to timely completion of projects. 34% of the respondents indicated that it leads to more cooperation while 16% pointed out that fund development is essential in efficient running of operations. 9% of the respondents agreed that income diversification as an aspect of fund development enhances confidence of the beneficiaries.. The study recommends enhanced community participation, interpersonal capacity building and extensive creation of affiliations while encouraging income diversification for financial sustainability in all non-governmental institutions in Kenya.

Keywords: community engagement, fund development, financial sustainability

1.0 Introduction

According to Renz and Associates (2016), sustainability is vital for the progression of non-governmental organizations in accomplishment of their objectives. The main objective of the project is to support various beneficiaries based on their needs. Lin and Wang, (2016) indicated that financial resources is part of important resources to NGOs regarding growth and survival; hence, it is important to realize their objectives. Bowman (2011) indicated that financial performance consists of financial ability and sustainability. According to Guo (2006), financial capacity comprises waste clearance of an organization that qualifies it to grab opportunities. Nongovernmental organizations always face challenges generating incomes as needy locations that make it an economic to even recover costs associated with the delivery of goods and services. This means that unless they develop appropriate strategies, their operations may not last long.

Several ways exist where non-governmental organizations use in ensuring program sustainability. Hoka (2009) indicated that self-sustainability is one of those methods where non-governmental organizations start undertakings that are making income from contributors, grants and friends. Other methods comprise building a culture that endorses volunteerism, collaboration and charitable among resident members. The program was found to be an important method to sustainability of non-governmental organizational goals in the whole world. The matter of sustainability amongst non-governmental organizations must be subject to discussion across the world. For example, VanSant (2003) observed that tests nongovernmental organizations tackled in a highly lively situation.

The research measured the varying roles of NGOs in society, relative factors which include globalization, growths in information, technology, interacting, and the supervisory outline. Regulatory schedule played important role in Non-Governmental Organization sustainability. Obtained coffers and how they were sourced was done on a regulation command, and was restrained. Lin and Wang (2016) carried out a study on sustainability of non-governmental organizations. The research discovered that raising revenues, efforts, funds broadening, working margins, equity ratios and administrative costs and debt ratios on monetary sustainability.

According to Lin and Wang (2016), prior research assessed monetary presentation founded on revenue events such as aids. On top of that, the research was carried out to address instant and lasting tests in a monetary predicament. The research was based on community sustainability and human services only. Wright (2015) acknowledged the gaps that obstruct the capability of nongovernmental firms to realize sustainability. The research was carried out on communal provision nongovernmental organizations in Central Okanagan, Canada and acknowledged the following shortcoming: organizational capacity board, monetary capacity and public assignation. The research disclosed that research have alike discoveries but inconsistent solutions and additional study to be carried out on other non-governmental organizations. Williams (2015) carried out policies to offer a better understanding of how non-profit organizations can be economically stable. The research discovered fund development, strategic planning and thinking as well as capacity to revolutionize in five NPOs in the well-being, community services and development field.

1.1 Problem statement

Wright (2015) indicated that non-governmental organizations play an important role in the worldwide economy. There is an increase in the number of NGOs over time challenging for the same resources. As there are sustainability issues put into question according to how they survive. This is obvious especially on freshening up of coffers from overseas donors. Throughout the 1990s, the sum of cash being given by the donor particularly from Europe and America had improved significantly (OECD-DAC database; IMF, International Financial Statistics, 2006). Nonetheless, recently subsidy from these donors has continued to display noteworthy decline particularly with variations in the worldwide radical atmosphere. This shows that the decent course backed by not for profit organizations may be realized with diverse features affecting their access to sustainability.

NGOs face encounters such as indecision of government backing and failure in private corporations two to economic downturns, which is promoted by opposition inside the industry. This has been made obvious for NGOs to identify ways of improving their sustainability, (Muriithi, 2014). There is nonetheless limited research on how NGOs can attain sustainability in the time of the trials facing them. Okorley and Nkrumah (2012), for example determined that the

existence of NGOs can be enhanced if they are able to progress and implement need-based programs, supported by good guidance, transparency, culpability, and assurance to encounter and touched voiced needs of receivers. Further, it is essential for management that encourages knowledge on organization ideologies, teamwork, and the facility of quality materials. This study consequently aimed at finding out the aspects influencing the progress of non-governmental organizations.

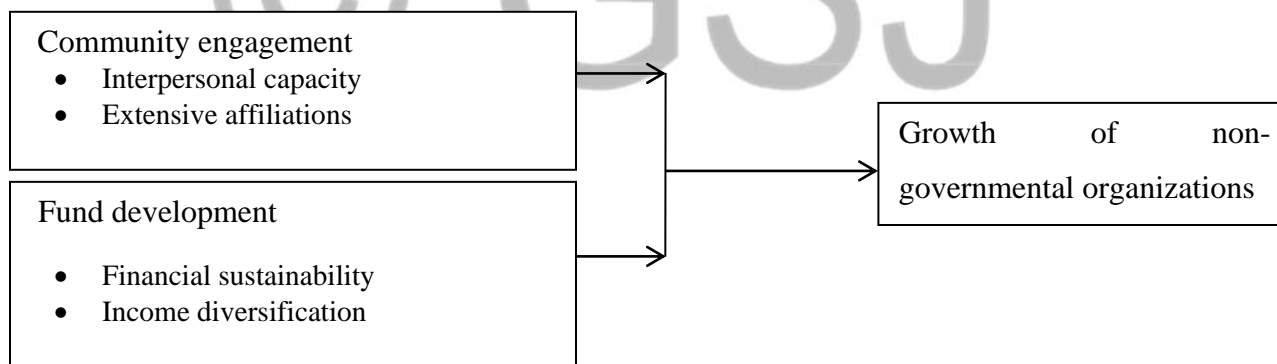
1.2 General objective

The general objective of this study was to establish the influence of community engagement and fund development on the growth of non-governmental organizations in Kenya.

1.2.1 Specific objective

- i. To determine the influence of community engagement on the growth of non-governmental organizations in Kenya.
- ii. iii. To establish the influence of fund development on the growth of non-governmental organizations in Kenya.

1.3 Conceptual framework



Source: Authors (2019)

2.0 Literature Review

2.1 Theoretical Review

The study adopted Stakeholder theory as the basis of answering the postulated research questions on variable-relationships.

2.1.1 Stakeholder theory

The stakeholder theory, associated primarily with the work of Avner Ben-Ner, is rooted in organizational economics and economic theories of institutions. The theory builds on Hansmann's trust which would make it difficult for consumers to conduct particular commercial or commercial conduct, thus resulting in a contract or market failure. Ben-Ner and Van Hoomissen (1991) recognize that supply side and nonprofits are shaped by social industrialists, spiritual leaders, and other performers who are not inspired by profit largely.

The theory Ben-Ner and Van Hoomissen develop is built upon the interests and behaviors of stakeholders in the provision of trust-related goods. The stakeholder theory start with Hansmann's reasoning: the craft of trust-related possessions naturally involves a conflict of attention between vendor and purchaser. The buyer needs the last likely price at the top eminence, while the vendor needs the uppermost likely price at the lowermost quality so that to maximize profits. In a perfect market with perfect information flows, the buyer knows how much it costs to produce the product and other relevant information, and firms know consumer preferences, therefore both parties maximize their utility and transactions occur at the most efficient price. Unfortunately, under conditions of information asymmetry, consumers are at a disadvantage and subject to profiteering by profit-seeking firms. Because of the non-distribution restriction, nonprofits can resolve this encounter, because they are not inspired by income and consequently are not likely to lower their products to maximize profits, (Bagozzi, 1994).

The stakeholder theory also relates to Weisbrod's theory of public goods and demand heterogeneity in which limits to government provision drive demand-side stakeholders to seek institutions to fill their needs. Similar to Hansmann's approach, Ben-Ner argues that nonprofits are created by consumers and other demand-side stakeholders in order to "maximize control over output in the face of informational asymmetries." The key demand-side stakeholders are those who felt strongly regarding the service quality. They thus become stakeholders at the same time. For example, parents may decide to start a day care center to achieve greater control over day care services. Situation for stakeholder control applies to non-rival goods primarily, as providers cannot selectively downgrade the services provided, (Bowman, 2011).

Ben-Ner suggests that the combination of information asymmetry, non-rivalry, and stakeholder control sends much stronger signals of trustworthiness than the “milder” formulation by Hansmann. In this sense, Ben-Ner’s argument is a stricter theory than the trust-related theory and describes a narrower range of demand and supply-side conditions under which nonprofits emerge.

2.2 Empirical Review

2.2.1 Community Engagement and Growth of non-governmental organizations

Community engagement form part of the values of sustainability. Williams (2015) carried out a research on the link between public relationship and sustainability in Canada. The research defined public partnership as a complex, extensive rising field of study. Engagement with social media is the engagement between two or more entities with a purpose to improve capacity. The study showed a significant relationship between community collaboration and sustainability where NGOs strive to support those around them mandated with similar roles rather than just meeting their own goals.

Wright (2015) explored the relationship between community engagement and sustainability with focus on service repetition, support and sharing resources among NGOs in Canada. The results disclosed that facility duplication could be important drain of resources in a region and hence negative impact on sustainability. Cooperation and allocation of funds had a promising impact on sustainability. A descriptive study design was used to handle the research questions. Karanja and Karuti (2014) looked at engagement from the government end in Isiolo, Kenya. The study of social services provided by the state and longer the provider of these services. The growth of NGOs was associated to failure by both the state and the NGOs which need each other. The study indicated that the government connection has a significant effect on financial sustainability. The research used a descriptive research and conducted through census, as the population was small.

Holland (2012) described community engagement between institutions and governments (local, state, national, global) for the mutually beneficial exchange of resources and knowledge in a

partnership and mutuality context in the US. In many countries, it is the duty of the government to emphasize important public facilities. Nevertheless, most of these communal services such as health and education have become so huge that the governments of these nations have been capable of providing services. The government has taken part of that responsibility. Moreover, there is growing recognition by government and international organizations. Further, continual two-sided dealings between benefactors and non-governmental organizations (NGOs) have shaped a window of opportunity for government-NGO partnership. Holland (2012) research also showed that working in seclusion can result in repetition of efforts to achieve objectives, synergies and facilitate the flow of information.

Williams (2015) indicated that non-governmental organizations frequently produce change in small, hand-to-mouth quantities. The change itself might have been well thought-out and quickly performed. However, its failure to be effective in a bigger, more permanent system will render political and temporary. The enormous network of infrastructures is unrivaled in scale and sustainability even if some of their practices appear to be regressive. The government has the money that can be used to support the facility system, instead of building their own NGOs. Governments have a broader reach to great population and hence partnership with them will be more beneficial to NGOs.

Rose (2014) focused on communal knowledge to have a cooperative impact in Canada. The following circumstances are suggested before initiating a collective impact initiative: a crucial need for change, enough financial supply and a significant champion. Charitable organizations exist within the societies they serve, (Sontag, Staplefoote and Morganti, 2012). This study was based on the United States of America. This produces a challenge between endorsing and promoting the community between programs and goals. Nevertheless, it encourages the engagement of members of the public in non-profit processes. This is through leveraging on members expertise on unique organization and cultural challenges, (Guo, 2006). By appealing to the community through board or volunteerism, there is a sense of possession and inclination to support the organization. However, the non-profit organizations have to consider how the mission is.

2.2.2 Fund Development and Growth of non-governmental organizations

According to Guo (2006) in a research done in Missouri, US, income expansion is the circulation of three main foundations of revenue, private and public donations and financial from commercial activities. It is projected that 90% of finances for African nations comes from benefactors and 10% from own revenue generation. Steinman (2010) clarified that monetary sustainability, would recommend financial or commercial practices that guarantee the success of a merchandise or practice in the future for his research in South Africa. Other researches indicated that an organization will still be vulnerable if it has a large proportion of its budget derived from one of the donors, (Leon, 2001).

This means that any variation in the verdict of the donor will kindle a major crisis. For sustainability, Leon (2001) proposes at least 60% of the total budget of the organization should be gotten from five different sources. Financial sustainability presents the greatest problem for nonprofit organizations. The universal monetary crisis and government declines have had a major guidance on numerous non-profit organizations. There is also an inclination for benefactors to provide short-term programs rather than long-term activities and operation costs, (Stowe and Barr, 2005). The department for Social Development Review (2010) has developed the essence for non-profit organizations to endlessly explore other money sources for their continued survival. Omeri (2015) researched on the link between fund development with respects to revenue diversification and monetary sustainability in Nakuru, Kenya. Singh and Mofokeng (2014) carried out a research on the effect of financial development of NGOs in South Africa. The findings revealed that income diversification does not automatically promote monetary sustainability, as the right balance is still a challenge.

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

According to Mugenda and Mugenda (2003) research design is the strategy that one choose to mix diverse components for the collection, measurement and analysis of data. Research ensures that the information collected is used to address the research problem as unambiguously as possible. The study adopted a descriptive case study research design in examining the objectives set out in relation to the the growth of non-governmental organizations in Mombasa County.

3.2. Target Population

Ngechu (2004) indicated that population is the total collection of essentials with common noticeable characteristics where inferences can be made. The population of the research consisted of NGOs registered in Mombasa County. The study concentrated on 68 registered NGOs in Mombasa County as obtained from the NGO Coordination Board.

Table 3.1 Target Population

Category	Frequency	Percentage
Top Management	12	18
Middle Management	26	38
Lower Management	30	44
Total	68	100

Source: Author (2019)

3.3 Sample and Sampling Techniques

Cooper & Schindler (2014) indicated that a sampling frame is a list of elements. In this research, the sampling frame was drawn from the NGO Coordination Board. Cooper and Schindler (2014), provided explanation that both non-probability and probability sampling may be used in order for a researcher to draw conclusions from a sample that is representative of the population. A stratified technique was used to select the respondents. This technique was utilized as it allowed the researcher to select respondents with the required features.

Table 3.2 Sample size

Category	Frequency	Percentage
Top Management	10	19
Middle Management	20	37
Lower Management	24	44
Total	54	100

Source: Author (2019)

3.4 Data Collection Procedures

This study employed the use of questionnaires for data collection. The questionnaires comprised of open and closed ended features as per the objectives of the study. A five point Likert scale

was used for closed ended questions. The researcher used drop and pick method to collect the fully filled questionnaires

3.6 Pilot study

After the questionnaire was drafted, a pilot test was done from 8% of the sample size to test for any discrepancies, ambiguity and disbelief. The pre-test participants did not participate in the main study to evade anticipation of the research at the actual area. In piloting, the research was carried out to ensure there were no errors in the research instrument.

3.7 Validity and Reliability

Validity and reliability of the data collected was vital to ensure good quality research. Reliability had to do with the quality of measurement. In its everyday sense, reliability is the consistency or repeatability of your measures. Validity concerns that whether the concept really measures the aimed concept. Pre-testing of the instrument enabled the researcher to access clarity of the instrument and its ease of use. Mugenda and Mugenda (2003) suggested that pre-testing allowed the errors to be discovered as well as acting as a tool for training a research team before the actual collection of the data began.

3.8 Data Analysis and Presentation

Mugenda and Mugenda, (1999) indicated that data analysis is the process of bringing order and meaning to the data collected. Questionnaires were edited for completeness before coding. The coded questionnaires were fed into the Statistical Package for Social Sciences (SPSS) computer package. Both descriptive and inferential informations were used in this study.

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Response Rate

A total of 54 questionnaires were administered and the response rate is shown in the table 4.1 as follows:

Table 4.1 Response Rate

Category	Frequency	Percentages (%)
Response	44	81
Non Response	10	19
Total	54	100

Source: Author (2019)

From the table 4.1, the researcher targeted a total of 54 respondents where 44 responded by fully filling and returning the questionnaires. This represents 81% of the response rate. The non-respondents were 10 and was represented by 19%. In this case, the response rate was sufficient for data analysis.

4.2 Gender of Respondents

Table 4.2 Gender of Respondents

Category	Frequency	Percentage
Male	27	61
Female	17	39
Total	44	100

Source: Author (2019)

Both table 4.2 above shows that 61% the respondents were male while 39% were female. The majority of the respondents in this study were male.

4.3 Age of the Respondents

Table 4.3 Age of the Respondents

Category	Frequency	Percentage
Below 20years	-	-
20-30 years	15	34
31-40 years	15	34
Over 40 years	14	32
Total	44	100

Source: Author (2019)

From the above table 4.3, 34% of the respondents were of the age of 20-30 years, 34% between 31 and 40 years and 32% were above 40 years. This indicates that the majority of the respondents were of the age between 20 and 40 years.

4.4 Influence of community engagement on the growth of non-governmental organizations

The first objective of the study was determine the influence of community engagement on the growth of non-governmental organizations.

4.4.1 Influence of community engagement on the growth of non-governmental organizations in Kenya

Table 4.4 community engagement on the growth of non-governmental organizations in Kenya

Influence of community engagement	Frequency	Percentage (%)
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Enhances efficiency	20	45
Increases accountability	9	21
Minimizes wastage of resources	10	23
Enhances confidence of donors	5	11
Total	44	100

Source: Author (2019)

From the table 4.4 above, 45% of the respondents settled with the fact that community engagement enhances efficiency while 21% of the respondents indicated that it increases accountability. Furthermore 23% and 11% concluded that community engagement minimizes wastage of resources and enhances confidence of donors respectively. It is evident that community engagement is instrumental in enhancing efficiency particularly in projects that have enormous impact to the society. This will in turn encourage the growth of Non-Governmental organizations in Kenya.

4.4.2 Influence of fund development on the growth of non-governmental organizations in Kenya

Table 4.5 Fund development on the growth of non-governmental organizations in Kenya

Influence of fund development	Frequency	Percentage (%)
Lead to completion of project	18	41
Lead to more cooperation and hard work	15	34
Increase sustainability of the project	7	16
Enhances confidence to the beneficiary	4	9
Total	44	100

Source: Author (2019)

From table 4.5 above, 41% of respondents were of the opinion fund development leads to completion of project while 34% indicated that it leads to more cooperation and hard work. Similarly, 16% and 9% of the respondents concluded that fund development increases sustainability of the project and enhances confidence to the beneficiary respectively. The findings indicate that fund development is paramount in the completion of projects and consequently in the growth of Non-Governmental organizations in Kenya.

5.0 Summary, Conclusions and Recommendations

5.1 Influence of community engagement on the growth of non-governmental organizations in Kenya.

Many people, who responded, were in agreement that community engagement plays a very important role in augmenting the development of non-governmental organizations. The research establishes that community engagement positively impacted the growth of NGOs. Furthermore, more results show connection between public engagement and sustainability. Williams (2015) showed an important positive affiliation between public engagement and sustainability where organizations supporting them were mandated with similar roles rather than just meeting their own goals. Community engagement is instrumental in enhancing efficiency particularly in projects that have enormous impact to the society. This will in turn encourage the growth of Non-Governmental organizations in Kenya.

5.2 Influence of fund development on the growth of non-governmental organizations in Kenya.

Majority of the respondents indicated that fund development is paramount in the completion of projects. Additionally, 41% of respondents were of the opinion fund development leads to completion of project while 34% indicated that it leads to more cooperation and hard work. Similarly, 16% and 9% of the respondents concluded that fund development increases sustainability of the project and enhances confidence to the beneficiary respectively. The results are in line with Gatheo (2013) research in Kenya who concluded that business events, donation reserve or trust and company associations have an important positive affiliation with the sustainability of NGOs. Mutinda and Ngahu (2016) supported this outcome in their research where results demonstrated that good monetary managing practices meaningfully impacted the sustainability of the NGOs.

5.3 Conclusions

Community engagement form part of the values of sustainability. Community engagement between institutions and governments whether, local, state, national or at a global level mutually benefits and causes the exchange of resources and knowledge in a partnership. Encouraging the engagement of members of the public in non-profit processes is important. This can be done through leveraging on members expertise on unique organization and cultural challenges. By appealing to the community through board or volunteerism, there is a sense of possession and

inclination to support the organization. However, the non-profit organizations have to consider the mission of the institution.

Fund development is important in ensuring sustainability of the projects carried out by the non-governmental organizations. Several ways exist where non-governmental organizations use in ensuring program sustainability. Self-sustainability is one of those methods where non-governmental organizations start undertakings that are making income from contributors, grants and friends. Other methods comprise building a culture that endorses volunteerism, collaboration and charitable among resident members.

5.4 Recommendation

5.4.1 Community engagement

Encouraging the engagement of members of the public in non-profit processes is important. It is important for the public to be fully engaged in NGO funding. Engagement with social media is the engagement between two or more entities with a purpose to improve capacity. This can also be realized by service repetition, support and sharing resources among NGOs. Provision of communal services such as health and education need NGOs to complement the workings of the government. Public members are valued reserves, who offer unswerving information on strengths and weaknesses of the community. They can donate towards diverse ideas and short coming that may otherwise be ignored.

5.4.2 Fund development

Fund development is important in ensuring sustainability of the projects carried out by the non-governmental organizations. Sustainability is vital for the progression of non-governmental organizations in accomplishment of its objectives. The main objective of the project is to support various beneficiaries based on their needs. Financial resources is part of important resources to NGOs regarding growth and survival. Therefore, it is important to for NGOs to find ways of ensuring financial ability and sustainability.

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