

Strategy for Mobilization and Sustainability of Resources Among Not-For-Profit Organizations in Kenya: A Case Study of the Bible Society Of Kenya

BY

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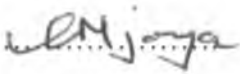
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DECLARATION

This project is my original work and has not been submitted for a degree in any other university.

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This project has been submitted for examination with my approval as the university supervisor

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LIST OF ABBREVIATIONS

BSK

Bible Society of Kenya

CEO

Chief Executive Officer

NGO

Non- Governmental Organization

RBV

Resource Based View

SIDA

Swedish International Development Agency

UBS

United Bible Societies

USAID

United States Agency for International Development

ABSTRACT

This study was conducted by carrying out in-depth interviews with Bible Society of Kenya General Secretary and senior staff (respondents). The study intended to document the Bible Society of Kenya's plans and activities in resource mobilization, the sustainability of that resource mobilization and also establish the factors that led to the Society's decision to mobilize resources locally.

Historically, not for profit organizations have relied on funds from the developed countries, mainly Europe and United States of America. However changes in the external environment, both within the country and globally caused a reduction in the availability of resources. Given that most of those served by the not for profit organizations have always viewed themselves as recipients of donor funds and not as donors to organizations serving them, the researcher set out to document the resource mobilization activities the Society carried out and to establish the factors that led to the Society's decision to mobilize resources.

The study has established that the Society has a strategy for resource mobilization that includes both generation of income from sale of scriptures as well as carrying out fundraising activities in churches and among individuals. Income from scripture sales has been done through concentration on those scripture products that can be sold at slightly higher prices than cost. Fundraising has been done through holding fundraising dinners as well as direct appeals for funds from supporters in churches and among individuals.

The Society has also been able to embark on local resource mobilization without contradicting its mission of making the widest, effective distribution of the scriptures because it has served those unable to pay the higher prices through discounts and free distribution. The Society's experience has shown that the Bible Societies slogan "at a price that they can afford" needs continuous appraisal to determine reasonable prices for bible societies products. The researcher came to a conclusion that the potential to generate funds locally is there and even if not for profits might not have adequate local resources for all their work, the potential is there for substantial local resources.

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CHAPTER 1: INTRODUCTION

1.1 Background of the study

1.1.1 Overview of strategic management

While a lot of research in strategic management has been done, most of it has been in profit making organizations. In Kenya, according to Kinyanjui (1985), very limited researches on NGO's have been carried out. Furthermore, strategies, organizational structures and governance mechanisms successfully implemented in one organizational context might not achieve the same outcomes in another organization (Hoskisson et. al. 1999) and even among businesses, more research is needed to account for the institutional differences among geographic and cultural environments and creativity by managers who push strategy along as they explore new ways of doing things (Mintzberg 1999).

Although not for profit organizations operate differently from profit making organizations they too face challenges and how they deal with those challenges can make a contribution to strategic management knowledge. Like businesses, not for profit organizations are open systems (Thompson, 1997; Porter, 1984) and are made up of groups of people managing limited resources in the pursuit of identifiable goals. Changes in the external environment in which they operate has made the not for profit organizations realize that, for their own survival, they have to manage strategically. Also donor funds, mainly from the developed countries of the North, are decreasing, thereby putting more pressure on the not for profit organizations of the South to locally mobilize resources for their activities as a necessity for survival.

The term not for profit organization rather than NGO is used in this work, mainly because the organization studied does not quite fit in as an NGO in that its mission is changed human beings as a result of interacting with its product, the Holy Scriptures. It is a partisan organization serving a specific group, the Christian community, while most NGOs are non- partisan and serve the whole communities within their jurisdictions. An organization like the Bible Society of Kenya, because of the partisan nature of its activities cannot, for example, get funds from such major donor agencies as USAID, due to the separation of church and state in the United States law. But USAID has been a major source of funds to some NGOs.

Druker, (1992) describes not for profit organizations as “human-change agents” whose product is “a changed human being.” Some of the not for profit organizations, for example, the churches, hospitals, bible societies and Boy and Girl Scouts, to name just a few, have been in existence for hundreds or even thousands of years and their sole purpose has been to change human beings. Any social programs or economic development activities that such organizations might carry out are only to help them achieve their basic mission of changing human beings. They are therefore different from NGOs that Walter, (1998) defines as independent, nonpartisan, nonprofit making, voluntary organizations working to promote and realize goals important to groups within a society. Also not for profit organizations have both paid and unpaid staff members seeking meaning and fulfillment through their work and keeping some of these motivated is quite challenging for the leaders since financial incentives and promotional

opportunities carry less weight. Therefore leaders in not for profit organizations face a big challenge in marshalling the needed energy and resources. Furthermore to gain the needed resources and support, the leaders need to network and build relationships with the organizations' constituents, (Nanus & Dobbs, 1999).

1.1.2 Background on BSK

Bible work in Kenya started in 1844 when the first missionaries translated the bible. At that point individual missionaries translated the scriptures into local languages and gave the manuscripts to their home missions for publication. But as the mission work expanded and the natives were evangelized and converted to Christianity, the need for more structured work in the translation and production of the scriptures became evident. The British and Foreign Bible Society (BFBS) that had been formed in 1804 to translate, produce and distribute the Holy scriptures, extended its work to East Africa to provide scriptures to the British missionaries who were already working there. Therefore one of the tasks of the missionaries' home churches was to facilitate the translation of the bible into the languages of the natives that the missionaries were evangelizing. To meet that need the Bible Society of Kenya was formed in 1970 to translate, produce and distribute the scriptures. However, most of the resources for the work continued to come from other bible societies, mainly from Western Europe and the United States. Bible Society of Kenya is a small organization but the work it does has a bigger impact in the country than would be expected of an organization of that size because it serves all Christian churches. The Society also provides scriptures to such other users as schools for their Christian religious education programs. Another contribution the organization makes is in the

development of orthography in languages of Kenya where often the first written material is the bible or parts of it.

1.2 Statement of the problem

In general, not for profit organizations have their activities funded through donations, but over the last several years, donor aid has either been stagnant or has declined. At the same time, dependence on external resources can deprive not for profit organizations of their ability to maintain autonomous and independent perspectives on their mission and can also divert their focus from the communities that they serve to what would please the donors or both (Tandon 2000). Not for profit organizations are therefore struggling with how to maintain a sustainable material base that would allow them flexible funds while at the same time sticking to their mission. Sometimes donors also offer prescriptions and solutions for sustainability and the not for profit organizations are forced to choose whether to accept the external offers or pursue their mission, as they understand it. One way of resolving the dilemma is to mobilize local resources. Other times the resource providers only demand accountability for those resources that they provided and that kind of limited accountability can cause an organization to concentrate on ensuring efficient and purposive use of those resources and overlook the total welfare of the organization. Dependence on grants and donations can also inhibit the autonomy of an organization to choose which program activities to undertake and the most effective intervention strategies to achieve their program goals.

The Bible Society of Kenya has a vision of becoming a self-supporting society by the year 2004 and thereafter to be able to contribute towards supporting other member societies of the United Bible Societies fellowship. The researcher planned to document activities that were being carried out to realize that vision and how the resource mobilization could be sustained in the long run and also establish the major factors that influenced the Society's decision to mobilize resources.

1.3 Objectives of the study

The study had two objectives:

1. To document the Society's plans and activities in resource mobilization and how these will be sustained
2. To establish the factors that influenced the Society's decision

1.4 Scope of the study

The scope of the study was limited to documenting the organization's activities for resource mobilization and sustainability, the capacity and capability that the organization needed to carry out those activities and to establishing the factors that influenced the Society's decision to mobilize resources.

1.5 Importance of the study

The findings of the study are expected to be beneficial to:

- a) Other Bible Societies in the United Bible Societies fellowship and other not for profit organizations

- b) Donors, both local and international, in making funding decisions
- c) Scholars in strategic management where there has been limited research in not-profit organizations

1.6 Structure of the project

The project is structured as follows:

Chapter 1: Introduction

This chapter contains an overview of strategic management, background of the organization studied, statement of the problem, objective and importance of the study.

Chapter 2: Literature Review

This chapter contains literature review on strategic management.

Chapter 3: Research Methodology

This chapter contains the research design of the study, data collection and analysis method.

Chapter 4: Findings and discussions

This chapter contains the research findings and discussions.

Chapter 5: Summary, Limitations and Recommendations

This chapter contains the summary of findings, limitations and recommendation for future research.

Appendices

References

CHAPTER 2:LITERATURE REVIEW

2.1 Environment and not for profit organizations

Organizations are environmental dependent and inadequate adjustment to the opportunities or threats that changes in the environment bring can cause an organization to experience a strategic problem or a strategic misfit. Changes in the environment might be in the area of technology. According to Markides (1999) research has shown that companies fail when technological innovations invade their market and they fail to adopt the new technology for such reasons as lack of core competencies. Others are late adopters and abandon an innovation at the first sign of trouble, or they are trapped in their customary ways of competing and do not effectively manage the organization when adopting the new technology. An organization would, therefore, need to take advantage of some technological developments to secure its future.

Increased fund-raising competition has led many NGOs and not for profit organizations to emphasize emergency work and have increasingly used emotive fund-raising approaches (Smillie, 1997). These fund raising tactics have resulted in increasingly decreasing donor funds for those not for profit organizations which are viewed as not dealing with emergency situations. The result is that such organizations would have to formulate strategies that will enable them broaden the base from which they get the resources that they need to carry out their mission. Increased uncertainty in the environment and changing donor patterns have made the not for profit organizations view

dependency on donor revenue as a sign of weakness and vulnerability. Resource mobilization has thus been seen as a way of addressing these concerns.

According to Drucker, (1992) forty years ago, “management” was viewed as bad word in not for profit organizations but now because competition for available resources has increased and stakeholders are demanding accountability and efficiency much more than before, the concept of management has been accepted. Sometimes the support by donors might also not be quite relevant in the organization’s local context and the result is that such demands might make it difficult for not for profit organizations to focus on their stated missions. Furthermore, different donors and their consultants funding the same programs can also develop conflicting pressures and expectations thereby moving the organization away from the initial intention. Therefore managing different donor expectations can add to the organization’s administrative burden and potentially limit the organization’s autonomy and ability to formulate relevant a strategy (Lewis & Sobhan, 1999).

To manage strategically, the not for profit organizations have to deal with some challenges that are not as prevalent in business organizations. According to Bergholz, (1999) differences between businesses and not for profit organizations are mainly in the three areas of governance, passion for the organization’s mission and money. In governance, some of their board members come from the business world and are respected for the knowledge they are expected to have about the way to do business, thus giving them quite a clout. Some board members also view the leadership of the

organization as one needing strategic guidance in how things are done and will therefore want to be involved to ensure that they provide the control that the profit drive would provide in profit making organizations. Like the board, some of the employees in not for profit organizations are there because of their passion and dedication to what the organization does. However, sometimes that dedication, passion and commitment might lead to projects that offer no or little financial return being undertaken while some poor performing employees might also be kept even when their performance is poor.

On the issue of money, non-profit organizations can overspend on many low-value projects that they view as supporting their mission. In their use of resources, unlike profit making organizations that can take on debt, sell stock or move large sums of money when they see a high value payoff down the road, not for profit organizations do not consider financial payoff or return. For them the cost is a major determining factor in decision-making, largely because their funds are few and therefore need to be well guarded. With such diverse stakeholders, formulating a strategy for mobilization of resources locally can be a big challenge.

2.2 Strategic management

According to Pearce and Robinson, (1997) strategic management is a set of decisions and actions resulting in formulation and implementation of strategies that enable an organization to achieve its objectives. Some activities within the business are therefore more strategically critical to success of the organization than others. Drucker, (1994) argues that the prime task of strategic management is thinking through the overall

mission of a business, setting objectives, developing strategies and then making decisions that will bring the desired results in the future. Every organization has limited resources and therefore top management must formulate strategies that will enable the organization to reap maximum benefit using those resources. Central to strategic management process is the concept of strategy. Strategy is the result of a thinking process and acts as a vehicle for communication and coordination within the organization to guide an organization to superior performance. A strategy also enables an organization to ensure that the day to day decisions fit in with the long term interests. Therefore, without a strategy, an organization can make decisions that can have negative impact on future results (Bruce & Langdon, 2000).

Successful strategies help an organization to match its resources and skills with opportunities in the external environmental so that the organization accomplishes its goals. A strategy should therefore have long-term focus, an objective appraisal of resources, and a clear understanding of how to exploit the organization's strengths. If an organization identifies an opportunity and applies its resources effectively so as to attract a loyal customer base that feels that it is being offered value for money, such an organization is able to have a competitive advantage. According to Heene (1997) one of the important issues in formulating and implementing a strategy is to define actions that enable an organization to safeguard its longevity. An organization's strategic management can, therefore, be regarded as effective if the organization has demonstrated a superior capacity to achieve a fit between its own or accessible, current and future resources and market opportunities as well as having a sustained capacity to produce

successful competitive strategies (Koch, 1999). Koch goes on to argue that “Strategic management can be classified as efficient if the resource requirements needed to achieve certain objectives have been smaller than anticipated by the organization itself, or those required by similar organizations pursuing the same objectives in similar situations.” An organization’s strategy also aligns the organization with its external environment by establishing long-term objectives and allocation of resources. Strategic management is a dynamic and continuous process and therefore a change in any of the major components can necessitate a change in any or all the other components. Strategy also involves making choices on which customers to focus on, which products to offer and which activities to perform (Markides, 1999).

2.3 Resource Based View of the Firm

The resource -based view of the firm describes competitive advantage as an outcome of the resources residing within the firm. Barney (1991) defines a firm’s resources as “all assets that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness ”, while Kazanjian & Rao (1999), define resources in an organization as inputs to the production process which can be tangible, (e.g. equipment, finance) or intangible such as brand names. Theoretically the resource-based view of the firm (RBV) addresses the fundamental question of why firms are different and how firms achieve and sustain competitive advantage. According to Hoskisson et al, (1999) the primary differentiation of firms is in their resources, tangible and intangible and resources provide firms with their unique character. In their view “the study of RBV requires a multiplicity of research methods to identify, measure and understand firm

resources, purported to reside within the boundary of a firm and that RBV proponents suggest that each firm may have distinctive resources that contribute to sustained competitive advantages.”

Parise & Henderson (2001) argue that an organization can have explicit knowledge resources embedded in products or found in contracts, manuals, databases and licenses but it can also have tacit resources made up of knowledge found in employees' expertise and experience or the resource might be in the organization itself through brand names or organizational culture. Tacit resources of a firm are therefore more strategic because they are more difficult to transfer or imitate. An organization's tangible resources such as knowledge, management processes that organizes data flows, information processing structures as well as the organization's strategic logic, that is, what has to be done in order to safeguard longevity and how it is to be done, governs all other resources. An organization's resources can also enhance its business operations since they can give the organization the muscle in negotiating terms with other organizations with whom they do business. Therefore during an economic crisis, smaller firms are more vulnerable since they have fewer financial resources to mobilize and also have less bargaining power over suppliers and clients due to the fact that they cannot offer economies of scale or price discounts (Batjargal, 2003).

Organizations may also have socially complex resources that are difficult to imitate because they are embedded in the collective actions of organizational members and

therefore they may only work in particular organizations because of the mixture of personalities, shared values, organizational skills and support systems (Dey (1998).

An organization's culture can also be an important resource. Organizational culture is the connective tissue that binds together all aspects of the organization and comprises the shared values and practices, behavior norms and the organization's orientation towards performance, all of which contribute to creation of inimitable resources. There is a relationship between an organization's leadership and culture because it is managerial actions and decisions that often drive the decisions and norms that are handed down to the employees. Itami and Roehl (1987) describe organizational culture as invisible assets that are powerful enough to shape the norms and rules employees follow which in turn determine the firm's performance.

2.4 Organizational capability

To mobilize resources, an organization has to have capability. When an organization is able to do something, no matter how imperfectly or inefficiently it does it, that organization can then be said to have ability. However, it is only when an organization gets good enough to perform its activities efficiently and consistently to charge for such services that its ability can become a distinctive capability (Hayes, et al, 1996, Johnson & Scholes, 1984). It therefore follows that capabilities residing within the firm can give that firm a competitive advantage (Parise & Henderson, 2001).

An organization's capabilities can be defined as "the ability to coordinate and deploy " its resources to perform tasks (Kazanjian&Rao, 1999). Capabilities can be in organizational

skills, such as performance measurement, external relationships, resource allocation and management or in human resources due to staff experiences, potential and commitment of the board and the management team. Eisenhardt, (1997) argues that strategic decision-making capability is fundamental in excellent firms. To achieve capability, an organization should have skills that enable it to regularly monitor indicators of strategic rather than financial health such as employee morale, customer satisfaction and distributor feedback. An organization can develop the capability to identify changes early through building a strong sense of direction, establishing the parameters within which people can maneuver and then empowering them to take action. An organization with capability is also able to prevent cultural and structural inertia by cultivating a culture that welcomes change and is ready to accept a new strategic innovation even if it disrupts the status quo. Capability combines the notion of ability and competence and therefore it would be difficult, if not impossible, for an organization to acquire capability through purchase or to imitate through watching someone else.

In a study of NGOs in Asia, Wardle (2002) found out that those who had invested in ideas, research, empowerment and networking rather than just investing in the product, processes and time bound geographically based projects, were better able to influence their environments and find moral and financial support, at least over the medium term.

According to Hamel & Prahalad (1994) an organization's capability relates to three main issues; availability of resources, competence in activities that the organization undertakes and the emanating synergy. Thus strategic capability can be understood through an analysis of the organization's value chain that depicts the core and support activities for

identifying the core competencies (Porter, 1985). The value chain describes activities within and around the organization and relates them to the organization's competitive strength. The value chain thus recognizes that an organization's resources need to be deployed into activities that add value and thereby enable the organization to gain competitive advantage (Johnson & Scholes, 1984). To determine the value added by each of the organization's activities and the synergy added to the whole, an organization can conduct a cost-benefit analysis. Johnson & Scholes (1984) define effectiveness as the measure of value that can be created from a given level of resources, how well the organization matches its products to customer needs and the competencies that are developed. An organization can also develop a second level of effectiveness through investing in creative and innovative capabilities to develop unique product features and support services in response to changing customer needs.

2.5 Organizational capacity

For an organization to manage strategically, it has to have adequate capacity. Kaplan (1999) defines an organization with capacity as one which is able to focus, direct, strategize and innovate, respond and adapt to the changing environment. Such an organization is flexible enough to impact on and change its circumstances, thereby enabling it to function as a resilient, strategic and autonomous entity. For an organization to manage strategically and interact effectively with the environment it needs to have the capacity to deal with the changes in the environment and not just to identify opportunities and threats. Hayes, et al (1996) view an organization's capacity as a skill, not a tool and go on to describe an organization's capacity as the summation of its capabilities

working synergistically to improve the organization's competitive effectiveness and efficiency.

An organization can achieve high capacity levels, develop and acquire capabilities and generate performance by linking its core competencies to its value chain and the supply and distribution chain such that these become unique in the market (Baden-Fuller, 1995; Kanter, 1997).

2.6 Resource mobilization

According Heene (1997) resource mobilization can be caused by internal loss when an important employee with an important body of knowledge leaves a firm or can result from external causes such as head hunting when an employee is invited by a competitor to join the competitor and he/she agrees. Head hunting is therefore an erosion mechanism and in some cases it can be as popular as imitation.

The structure and governance of an organization largely determines the nature and magnitude of resources to be mobilized while those involved in providing the resources also influence the kind of communication used when appealing to various constituencies for resource mobilization. An organization seeking to mobilize resources would need some general principles in such areas as how to, build donor confidence, move beyond generating general interest stage to offering concrete new results and orient opportunities to further the goals of the organization. Regular dialogue with major donors, satisfactory reporting and information on the use of donor funds, mechanisms of correcting problems identified and use of creative approaches to innovative resource mobilization techniques

with non traditional donors need to be in place for effective resource mobilization. In resource mobilization an organization needs to set the criteria for accepting resources, otherwise the organization might find itself detracted from its mission or might find itself in ethical dilemmas with resources from organizations whose purpose contradicts that of the organization.

Some organizations expand their fund-raising through activities directed at the general public while others tap new corporate donors for monetary and in-kind support and others redesign their program implementation strategies to include cost-recovery components whereby the program beneficiaries pay part and sometimes all the program costs (Viravaidya & Hayssen, 2001). Some organizations also sell T-shirts and other promotional items as a way of raising funds for their core activities. But while in most countries not for profit organizations are exempt from taxes, in others if they are seen as being engaged in income generating activities, they might have their tax status changed and this limits the range of resource mobilization activities such organizations can engage in. Also some large international donor agencies, while encouraging not for profit organizations to become self reliant, have not been willing to fund projects that include commercial components (Viravaidya & Hayssen, 2001). Even where a non-profit organization can engage in income generating ventures, it still faces the dilemma of whether it can carry out such a venture without exploiting the very people it is supposed to benefit.

2.7 Sustainability

“The purpose of strategy is to build a sustainable competitive advantage” and the system of resources used to create competitive advantage determines the sustainability of the competitive advantage created (Heene, 1997). A firm can build a competitive advantage through long-term relationships with its customers due to an assurance that no matter how much the customers’ needs change, the firm will be able to accommodate those needs. As Zelinski, (2002) says, such long-term relations can enable a firm invest in both capital equipment and processes with the expectation that steady work will come.

The concept of sustainability has financial, environmental and institutional dimensions. SIDA, for example, views a sustainable project as when “a development programme is able to deliver an appropriate number of benefits for an extended period of time after a major financial, managerial and technical assistance from an external donor is terminated” (Lewin 1994). However, sustainability is more than financial since the impact of the work has to be sustainable in the long run. Sustainability also means that an organization is able to protect its resources, whether these are products or services or both, from attack by competitors. This can be done through such things as tacit knowledge or reputation or relationships that can be protected against imitation by their highly intangible nature. An organization can thus build a deep and intense relation with clients such that the clients’ loyalty protects the organization from resource paralysis (Heene, 1997).

Competence of individual employees and their level of motivation, particularly, the employees' general ability to anticipate accurately enough the outcomes of strategies for which they have no relevant experience (Mintzberg, 1989) enhances strategic efficiency and thus sustainability. An organization's culture can also contribute to sustainability due to its highly complex nature as a result of a complex process or coordination of resources of different kinds. Therefore, an organization's resources, the way those resources are allocated as well as the organizations values, norms and ethics have an impact on sustainability.

The external environment poses sustainability challenges to any organization because changes can cause the adequate resources of today to be inadequate tomorrow and the price that the organization might want to charge for its products/services is not necessarily what the customers are willing to pay. The issue of price is even more challenging to a not for profit organization where interpretation by those being served that the organization is trying to make money on them can be not only counter productive but damaging. Furthermore the social economic statuses of the communities that not for profit organizations serve can lender sustainability of organizations and programs not easily viable. Burke & McKeen, (1995) argue that one way for a firm to create inimitable resources is through appropriability or capacity to prevent the erosion of knowledge stock within the firm through retention of high performing employees. Along similar lines, Kamoche, (1996) argues that retention of high performing staff is a resource that is difficult for other firms to imitate because of the intangible nature of expertise and firm

specific skills. Thus an organization that is able to retain high performing staff enhances its sustainability.

Sustainability might also be achievable through training people at the grassroots level so that they are able to understand and sustain new ideas but that can be limited by availability of staff with the necessary knowledge and experience to carry out the training. Internally, the available resources may not always allow development of the products that the market wants in a timely fashion. Another limitation could be the organization's values and ethical principles that can prevent the organization from resource acquisition tactics such as headhunting (Heene, 1997). The values and ability of the organization's managers are crucial to sustainability because in the implementation of the strategy, managers can be so entrenched in the current strategy that they are unable to change, thereby reducing strategic options. It is therefore important for the organization's managers to be flexible enough and be able to adapt to changes in the external environment.

Sustaining resource mobilization implies joint efforts of many, both within and outside the organization and the competencies that the organization would need take time to build. To build the necessary competencies, an organization would need to have organizational capabilities in performance, good external relationships and resource management as well as human resources with both experience and potential capabilities. The organization would also need to have a board, management and staff with not only the relevant experiences but with deep commitment because the human resource factor is

crucial for success. For sustainability, the organization's decision making procedures and governance need to facilitate inter-functional coordination because for an organization to achieve high performance levels, all departments should act synergistically to increase the effectiveness and efficiency (Kaplan, 1999).

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Research design

The research problem posed can best be studied using the case study method to give an in-depth account (Mugenda 1999) of how the Society has addressed the need for mobilization of resources and achieve financial sustainability. The advantages of using a case study include enabling an in-depth understanding of the behavior pattern of the concerned unit, facilitating intensive study of the organization and this is not possible with other research methods. Another advantage is that it will enable the researcher to obtain deeper information from the organization's senior staff. The case study method also enriches the generalized knowledge and makes it possible for the researcher to make use of in depth interviews. A case study can also use multiple sources of evidence.

Hoskisson et al. (1999) argue that the field of strategic management and RBV in particular has been helped by case study methods of research because these focus on a single or a few firms. Such case studies have helped reintroduce inductive to complement deductive, large sample methods and where generalization is one of the goals, then that can primarily be achieved through induction, perhaps facilitated by comparative studies of multiple cases. According to them even though strategic management has striven to attain rigorous scientific standards, its study domain has to be relevant to actual business operations and they see case study as one possible way to achieve relevance.

The limitations of a case study include the danger of false generalization, which might be experienced because of lack of set rules to follow in the collection of information. It is also time consuming and expensive and the research might be subjective.

3.2 Respondents

Being a case study, the focus was on BSK. The researcher carried out in depth interviews with the Chief Executive and senior managers. The Chief Executive responded to questions on policy as well as operations, while the senior managers, being closest to the various activities and provided more detailed information on exactly what was being done, factors assisting or inhibiting progress and how these were handled.

3.3 Data collection

Primary data was collected using in depth face to face interviews to document the organization's activities for resource mobilization. The researcher scheduled one on one interviews with the CEO and the senior managers responsible for finance, marketing, operations, production and fundraising and took detailed notes during the interviews. From the CEO the researcher sought to find out the challenges that the organization faced that led to the organization's decision to mobilize resources. The researcher also wanted to find out whether there were new policies or policy changes that the organization needed to put in place before embarking on the resource mobilization as well as get the CEO's global view of the organization's resources, capacity and capability.

From the senior managers, the researcher wanted to find out the detailed activities for resource mobilization, those involved and how the activities were carried out and any factors that might have encouraged or hindered them.

3.4 Data analysis

The data collected was qualitative in nature and the detailed notes taken during the interviews were analyzed using content analysis to identify the key themes. The data was analyzed along the key themes of resources, both human and material, that the organization needed and was mobilizing; the capacity and capability the organization has or needs in order to do what it wants to do; the resource mobilization activities, both current and those planned for the future, and factors enhancing or hindering the resource mobilization; and sustainability in the long run.

CHAPTER 4: FINDINGS AND DISCUSSIONS

4.1 Introduction

Not for profit organizations mainly seek resources from the developed countries, mainly Western Europe and North America. But the Bible Society of Kenya embarked on resource mobilization locally, a task that the researcher was initially skeptical about and therefore wanted to find out what the reality was on the ground. The researcher had in depth interviews with the Bible Society chief executive officer and senior staff, studied other Society's documents such as the strategic plans and also looked at the Society's audited accounts for the three years during which the Society had been carrying out resource mobilization and this chapter summarizes the researcher's findings on resource mobilization in the Bible Society of Kenya.

Since the organization has been in existence for many years, the researcher sought to find out whether the mission of the Society had changed but from the interviews, the researcher established that the Society's mission as stated "to make available and to promote use of Scriptures in languages people understand best, at prices they can afford and in suitable formats" (BSK Strategic plan) has not changed. However, during the period 1980 to 1996 the Society saw much growth in its program but did not make a serious attempt to harness local resources with a view to becoming a supporting Society because of the availability of resources in the United Bible Societies fellowship where those societies that are able to raise more resources than they need for their own work contribute the surplus to support those societies that need them. But, from the beginning of the 1990s, the political changes in Eastern Europe and the former Soviet Union opened

that area for scripture distribution and this meant that the resources available within the United Bible Societies fellowship were now not as abundant as previously. To fulfill its mandate the Bible Society of Kenya realized that there was need to increase the Society's resource base and in July 1996 the Society's Board made a decision that the Society would work towards becoming a supporting society within 5years. However, due to economic difficulties in Kenya the date was later revised to 2004.

The need for a resource mobilization strategy in BSK therefore arose out of a combination of factors, a change in the external environment and internal change in the board membership and the chief executive officer. The new board had members from the business sector while previously more board members tended to be Church pastors. The board had a vision that more could be done than was being done and took the challenge. The board also did not see a dilemma between making more money from the sale of scriptures where customers could afford to pay more and the mission of making scriptures available at a price that people could afford. This change in the approach of policy formulation enabled both the board and the CEO think outside the box of fixing the price of scriptures at what the poorest person could be expected to afford.

What happened in BSK is a clear indication that because strategic management is a dynamic and continuous process a change in any of the major components necessitates a change in other components. The change in board membership and the CEO caused a change in the way the Society operated. This is a clear indication that perpetuating the same people in the policy-making bodies of organizations might be the cause of

retardation in the organization's achievements. This is particularly important in Christian organizations where leadership tends to be confined to those in leadership in the churches and differences in running churches and other para-church organizations are ignored. While giving in churches is seen as giving to God, when it comes to other Christian not for profit organizations that link is not seen as being that direct and therefore the same people who would be expected to support those organizations tend not to do it. NPOs, therefore need to be careful in their fundraising methods.

4.2.1: Resource mobilization

The resource- based view of the firm addresses the fundamental question of why firms are different and how they achieve and sustain competitive advantage. Also strategy is the result of a thinking process and successful strategies help an organization match its resources and skills with opportunities in the external environment so as to enable the organization accomplish its goals. With that in mind, the researcher wanted to find out if BSK had a strategy for resource mobilization as well as find out if the organization had any unique resources. Taking an organization's resources as all the assets that enable it to conceive and implement strategies that improve its efficiency and effectiveness, the researcher also sought to establish whether there had been a change in the Society's resources or assets that might have sparked off resource mobilization and how the Society went about the resource mobilization.

From the interviews the researcher established that the resource mobilization was started off by analysing what resources the Society had and what more were needed in order for

BSK to fulfil its mission. This was in September 2001 and the Society was operating from its own building in the central business district of Nairobi. However, a new and bigger building on Langata Road near Madaraka estate was nearing completion. The new Bible House would have bigger warehousing facilities thus enabling the Society to stock more scriptures. Also the Society had increased the number of computers from two in 1993 to ten and the number of vehicles from five to seven during the same period. With these basic resources already in place mobilization of additional resources seemed viable and additional resources would also enable the society fully fulfil its mission as well as support other bible societies in the UBS fellowship.

The Society defined the resources that were to be mobilized as financial resources; actual money, facilities, e.g. vehicles and computers, people resources comprising both staff and volunteers, including the board members, churches and individuals. The society also looked at those programs that it was currently implementing and those planned and analysed them to see why they had the programs and what resources the programs needed in order to be successful. They also decided that time was a resource and the way time was spent in the different activities needed re-thinking and reorganizing because if properly utilized time could enable the society uplift its operation levels. The aim was to set priorities and then ensure efficient use of time. To achieve both efficiency and effectiveness the society human resources were crucial. The Society therefore set out to ensure that the right people were assigned to activities and tasks to which they were best suited.

But change can destabilize and some of the staff members, especially those who now felt that they were expected to do things differently from the way they had always done them left the organization. This is the conclusion the researcher came to, based on discussions with staff who had already left the organization at the time the research was done. But in spite of what an outsider might have viewed as a high staff turn over, the organization remained focussed on resource mobilization, even though the results were probably not fast as would have been expected.

4.2.2 Resource mobilization goals

Given that the Bible Societies' policy is to make scriptures available to people at a price that they can afford, majority of those using scriptures always assumed that somebody else and not themselves should provide the money to subsidize the cost. Most of the resources that not for profit organizations use are generated not from those that the organization serves but from elsewhere. Yet, BSK had envisioned that they could generate resources locally and the researcher wondered whether or not this was possible. From interviews and studying the Society's records, the researcher established that indeed the Society had clear goals on what needed to be achieved. To achieve the set goals BSK had to work on educating their stakeholders and convince them that when those who can afford to pay the full cost of the scriptures did so they made it possible for the Society to provide scriptures to those who could not afford to pay the full cost. Such education helped those paying the full cost do so without feeling that they were being exploited and that those who could actually pay a little more than what it cost to make a particular scripture available did so to subsidize those who could not afford. After

carefully analysing the economic ability of those the society serves, the board and management of the Society had come to a conclusion that some of their customers did not actually need subsidy in the cost of the scriptures. However, they realized that all those involved in the mission needed to be brought to the level of not seeing a contradiction between selling scriptures at or slightly above cost and the mission of the Society. Another challenging task was to educate all the stakeholders that Christians in Kenya need to financially support the work of BSK in order to enable BSK give scriptures either free or at a subsidized cost to those too poor to afford full cost.

During the first four years of the strategy implementation, the Society set the following resource mobilization goals:

- Enhancement of local fundraising initiatives by increasing the financial support of the local churches from 2.64% to 7% and individuals from 3% to 10% of the society's annual income.
- Enhancement of the fundraising skills of local church leaders, branch officials and project committees through appropriate training and development.
- Development of creative fundraising initiatives in order to increase other local sources of income from 13% to 20% of total annual income.
- Making BSK a supporting Society through establishment of income generating activities.
- Enhancement of performance of the Society through improved technological and administrative systems.

- Increasing the working capital (Scripture) by 5% per annum over the plan period.” (BSK Strategic Plan, 2001-2004)

The table below shows the income figures for the three years, 2001-2003.

Table 1: Income

Year	Local groups	Churches	Individuals	Others	Scripture sales surplus	Income from UBS
2000	65,365	400,964	463,398	146,850	11,169,368	26,443,579
2001	49,873	147,717	668,907	2,822,042	18,991,733	20,784,161
2002	21,949	561,608	838,958	2,731,014	32,085,950	16,238,530
2003	10,000	246,555	843,948	363,955	20,793,751	12,902,020

Source: Bible Society of Kenya Audited Accounts

From the figures it is evident that from 2001 when the Society embarked on the implementation of the resource mobilization strategy, the income increased. The researcher however noted that the income from local groups had gone down and enquired why that was so. The response was that this was the result of the Society concentrating efforts in churches and individuals. It was also pointed out that the year 2002 was a fourteen months period due to a change for the financial year of the UBS fellowship to be the calendar year while previously it was from November to October. Over all the income increased substantially while the net income from scripture sales increased as a result of the Society focussing on those scriptures that could be sold at a margin. In 2003, there was a decline in income due to the state of the national economy that left the general population with less disposable income but still the surplus from scripture sales continued on a steady upward trend and the income from UBS on a declining trend.

4.2.3 Resource mobilization activities

The structure and governance of an organization largely determines the nature and magnitude of resources to be mobilized and also the organization would need to set clear principles in such areas as how to build donor confidence, set limits as to those to whom they would appeal for support so as not to find itself detracted from its mission or in ethical dilemmas. The researcher was therefore interested in finding out the Society's resource mobilization activities and found that these ranged from decisions on which scriptures to provide, decisions on prices as well as various fund raising activities.

The starting point in the resource mobilization was at the board level since the board formulates the policy. Governance was therefore streamlined so that members both from the church and the commercial sector were brought into the board. The Society's Constitution had been changed to limit the term of board members to a maximum of 8 years on the board and the CEO and the board made by-laws stipulating that once a member completed 8 years on the board, he/she would have to actually retire for at least a year. Those retiring from the board formed the nominations committee for new board members and they proved to be more objective as to what talents were needed on the board. Also the board became more effective in policy formulation and guidance to management.

In the area of scripture sales, the Society analysed the various products it was availing to the customers and found out that the market could actually afford to pay higher prices than those the Society was charging. Previously scriptures prices were set once a year at the time of preparing the annual budget and were not reviewed until the next budget preparation time.

The prices were set having in mind what any person in need of scriptures could reasonably be expected to afford. This therefore meant that the scriptures were subsidized for all customers even those who could afford to pay the full cost and probably even afford a margin above the cost. The Society also decided to concentrate on those scripture items that were actually moving rather than aiming at having all scriptures to serve anyone who needed them. After focussing on fewer items the Society then reviewed the pricing of scriptures to ensure that they were realistic and where necessary adjusted them. Price adjustments were made as the market demanded and unlike previously price adjustments were left to management who would adjust them and then report to the marketing committee of the board. The result of the upward adjustment of prices did not reduce the quantities of those specific products but increased the income. The Society also realized that price differentiation did not create a dichotomy between mission and business.

Table 2: Bibles distributed

Year	2000	2001	2002	2003
English	89,199	169,181	100,996	100,166
Gikuyu	33,447	25,824	22,227	14,385
Kalenjin	2,780	319	9,970	3,257
Kikamba	5,734	3,807	4,946	4,322
Luo	10,015	10,079	7,976	2,874
Swahili	20,002	50,086	5,788	18,785

Source: Bible Society Stock Records (Form 5)

Although the researcher had been told that the upward adjustment of prices also increased the quantities distributed, data from the Society’s records, as can be seen from Table 2 indicates otherwise leading the researcher to conclude that probably there had not been much effort to keep track of the quantities distributed as long as the income was higher.

The higher income seems to have been as a result of the higher prices rather than an increase in both quantities and price. Does this then contradict the Society's mission of the "widest effective distribution of the scriptures"? The Society might want to have a closer look at the issue to firmly establish that all are being reached with scriptures and if any are found to have been left out, that the Society would then have more programs of special distribution to such groups. The Society might then be able to have such groups as focus for fundraising campaigns.

Another major resource mobilization activity is fundraising. The Society organizes fund raising dinners focussing on various groups of Christians. Such groups have included business people, prominent Christians and women. For such dinners, the Society tries to negotiate a price with the hotel and then charges those attending the dinner a little more than the cost of the food. Also during such dinners, usually there is a speaker on a particular issue focusing on creating awareness among individuals and there is also fundraising. Some of the dinners have also been organized by partners with whom the Society works on similar programs and this then means that the Society does not need to use its own resources but the collection taken during the dinners goes to the Society.

The Society has also been involved in organizing supporters to go and speak in churches on Sundays to tell the Christians about the work of the Society and how they can be involved, both as church congregations and as individuals. After speaking to the congregation if the minister in charge agrees the congregation is asked to give an offering to support the work and also after the end of the worship service registration of Bible

Society members is done. Such members pay either an annual membership or life membership fee. Resource mobilization in churches therefore means that the Society has to mobilize both human and financial resources since the human beings are needed to go and speak in churches.

The Church is a major and very important partner of the Society since basically it is the church that uses the Society's only product, the scriptures. One of the Society's resource mobilization activities has therefore been the formation of Advisory Council made up of Church leaders and church representatives. Each Church leader decides to either be personally involved in the Council or to send a representative. The Advisory Council meets once a year to provide a broad guideline on how the society can partner with churches. The level at which the Council links the society to the church is high and it was felt that a connection at the church members level was needed. The churches were then requested to appoint church representatives. From this year, 2004, the Society has embarked on congregational representatives. These representatives are given basic training by BSK informing them who BSK are and what they do. At the end of that training each participant is issued with a certificate that is signed by both BSK General Secretary and also by the individuals' s pastor and this serves to make the church own the individual. The plan is to recruit and train 40 church representatives per year. The role of the representatives is to represent the Society in their churches informing people about the activities of the society and soliciting for financial support.

The Council has not only linked the Society with churches' top leadership but has also increased the churches' interest in the work of the Society. It has also led to more financial contributions from Churches.

Table 3: Income from fundraising activities

Year	2000	2001	2002	2003
Income	1,076,577	3,688,539	4,153,521	1,464,458

Source: BSK Audited Accounts

While normally a business involved in sales would be expected to carry out marketing research, this was not the case with the Society before it embarked on resource mobilization. Marketing research therefore became a resource mobilization activity. The research was carried out to ensure that the products the Society provided were those that the market needed. Previously the Society only provided scriptures in print format but following the market research scriptures were produced in other formats such as cassettes, both in mono-voice, one person reading the scriptures, as well as dramatized format, that is with several voices and music. The Society then allocated resources to ensure a right product mix to meet specific needs of such groups as youth and business people. The cassettes are also used in the scripture listening program where people meet on a regular basis, usually once a week to listen to scriptures on cassettes. The Society was able to partner with another organization called Hossana, in the implementation of this program. The Society translates the scriptures in the local languages of Kenya while Hossana records them on cassettes.

The result of the marketing research and partnering in the scripture distribution has been that without drastically increasing the volume of the scriptures distributed, the quantity of those products that were making more contribution to the profit was increased, thus increasing income. Those products serving communities deemed to be less able to afford them e.g. Borana and Maasai bibles were priced less than bibles in other local languages. Also people who could not afford set prices were identified and served using discounts.

Table 4: Scripture quantities and net income from sales

Year	Quantity	Net Income
2000	457,524	15,526,734
2001	206,990	21,833,731
2002	209,186	31,695,856
2003	162,973	24,936,386

Source: BSK Audited Accounts

By carrying out marketing research the Society was using a business concept and the results were very encouraging. This highlights the importance of not for profit organizations realizing that they live and work in the same external environment as the commercial organizations and while retaining their values and principles, there is a great deal to be gained from operating in a more business like manner as this would enable them stretch the available resources further as well as improve the services that they provide to their various stakeholders.

The Society also realized that all their activities somehow impacted their resource mobilization and therefore in scripture production, they identified production centres that

would provide the right mix of cost effectiveness, quality and timeliness. As long as money was coming from the UBS fellowship the Society had limited flexibility in terms of what production centres they could use. But implementing the strategy caused them to analyse where and why their scriptures were produced in the various centres and what the actual costs were. The result was that in addition to the traditional production centres in Korea and England, productions have been done in China (Amity Press) and typesetting has been done in Philippines where costs have been lower.

During the strategy implementation period, the Society also benefited from Opportunity 21 (O21) that provided additional resources over a three-year period to assist Bible Societies raise their operational levels. Using O21 funds, BSK purchased only those scriptures that they could sell at a mark up price and the result was an increase in income. From the records the researcher found out that there was a reduction in the quantities of scriptures distributed even though the researcher had been informed that the quantities distributed had actually increased. But the program enabled the society to start a reserve fund to enable them have steady availability of scriptures which will not only ensure that customers are retained because they can get what they need when they need it but also will improve the society's cash-flow. Table 3 shows that larger quantities of specific products can be sold when stock is available and therefore when the Society runs out of certain products they miss an opportunity. O21 also provided seed money for fund raising programs and this enabled the society to run programs for empowering board and staff members as well as hold fund raising dinners that provided a forum for creating awareness and building capacity through volunteers in addition to the actual income

realized. Another benefit from the program was that the Society was enabled to buy such equipment as video cameras and a projector for use in training.

From literature review the indication was that very rarely do donor organizations in the developed world provide support to organizations in the Third World that would enable those organizations to become financially independent. The Opportunity 21 program was therefore a surprise to the researcher because the aim of that program was to push those Societies in the program to a higher level of operations. While the program was implemented for only three years, it greatly assisted the Society in its resource mobilization. With more programs like that, not for profit organizations could be encouraged in resource mobilization.

4.2.4 Organizational capability

To mobilize resources, an organization has to have capability meaning that it is able to perform its activities efficiently and consistently to be able to charge of them. Strategic decision-making capability is fundamental to success. Capability also combines the notion of ability and competence and therefore it would be difficult, if not impossible for an organization to acquire capability through purchase or imitation through watching someone else. The researcher therefore wanted to establish the capability the Society had in carrying out resource mobilization.

The Society defines capability as the ability to perform its activities efficiently. The commitment of both the staff and the board are seen as an important indicator that will

strengthen the society's capability. The CEO would like to see the Society become a supporting society and has managed to sell the vision to the Board and the staff. The society has also realized that issues such as employees' morale, customer satisfaction and feedback from distributors are crucial for the society's capability. The board has therefore allocated resources for staff training in those cases where training needs are identified. The society has also recruited new, more highly trained staff as well as fostered teamwork. The number of vehicles and computers has been increased to facilitate staff to carry out tasks assigned to them.

In dealing with the distributors, the society also encourages feedback from both commercial and church bookshops that serve as retail outlets to find out whether there are additional products they would need and also how best the society can serve them. This is done through salesmen but they are also encouraged to contact the society's general secretary directly if there are issues that they would like him to attend to. The society has also embarked on developing products that the customers want such as scriptures on cassettes for customers with limited reading skills. For those customers who are not able to afford cassette players, the society has a scripture listening program where these are provided and people come together once a week in their churches and listen to scriptures. This program has a full time coordinator who has also been allocated a vehicle.

4.2.5 Organizational capacity

To manage strategically, an organization has to have adequate capacity which can be defined as having the ability to focus, direct, strategize, innovate, respond and adapt to a

changing environment. The organization would therefore need to have the capacity to deal with changes in the environment and not just to identify opportunities and threats in the environment. The researcher therefore sought to establish the capacity the Society had or needed in order to carry out the resource mobilization. At the time of formulating the resource mobilization strategy, the researcher established that the management had realized that it was necessary to have additional staff. The CEO and staff prepared papers in which they justified to the board the need for an extra person for resource mobilization, following which the board allocated funds for employment of a new staff member as well as a vehicle. Later secretarial support was also provided to the resource mobilization office. Because resource mobilization was a specialized area someone was recruited from outside rather than assigning the responsibility to an already existing staff. However, emphasis was put on all staff working as a team. The board also set up a promotion and fund raising committee to provide guidance to the staff. The resource mobilization officer regularly made reports to the Promotion and Fundraising Committee.

One year into the strategy implementation, another restructuring was done after it was realized that the church was the main partner and therefore the Society needed to have an officer dealing specifically with Church relations. The Board approved the appointment of a Church relations coordinator. Also the Youth coordinator who was in the marketing department was moved to work under the Finance and Administration Manager in whose department the resource mobilization lies. The Society intends to increase the capacity as the work grows and as the need arises. For the immediate future there is need for clerical staff but this might be met through looking for appropriate computer software.

4.2.6 Sustainability

The purpose of a strategy is to build a sustainable competitive advantage and therefore how an organization creates that competitive advantage can determine the sustainability of that competitive advantage. Sustainability also means that an organization is able to protect its resources, whether or not such resources are products or services or both from attack by competitors. Competence of individual employees, their level of motivation and their ability to anticipate accurately enough the outcomes of strategies for which they have not previous experience can therefore enhance sustainability. The external environment poses sustainability challenges to organizations and this is an even bigger challenge in not for profit organizations. A country's legal framework can also pose sustainability challenges since in some countries a not for profit organization can lose its tax exempt status if it engages in income generating activities, the researcher was therefore keen to find out the Society 's sustainability plans.

The researcher established that the Society has decided that a deep and intense relationship with the church can protect the society's resources from paralysis. A lot of effort has therefore been put into involving the Church, both as a corporate body and as individual Christians, in the work of the society. The Advisory Council made up of church leaders was formed to give church leaders a forum in which they can let the society know the needs of their churches. Some Church representatives have already been trained and many more will be trained to ensure wider representation of the society in churches. The relationship is expected to provide the society with information of what

churches need as well as increase fundraising in churches. In partnership with the American Bible Society, BSK also has a program known as “for ministry” that will enable churches have websites at no cost to themselves. Currently the Society has short term, four year plans but is also drawing long-term plans and in these the society has a strategy to partner with individuals, churches and corporations and is looking for Christian business people who will use their business as a base from which to support BSK. The plan is to look for eight corporate organizations, sixteen churches and one hundred individuals to partner with over the four years period. The concept of partnering will be defined fully once the partners have been identified and have indicated what they would need in the partnership. In 2005 BSK will be zero budget. This means that they will not be requesting for any support from the United Bible Societies fellowship. The Society plans to maintain the zero budget position for two years and then in 2007 they plan to generate enough resources for themselves as well as a surplus with which they can, no matter how modestly, support other societies in the fellowship.

A workshop for management staff and board committees has been held and financial resource mobilization over the next four years projected. If the external environment does not change adversely the Society plans to reduce reliance on scripture contribution to sustainability and rely more on fund raising. Other long- term plans include an endowment fund, possibly by 2007, and a plan to develop a property that the Society owns at Upper Hill using commercial finances. All these plans are facilitated by the fact that the Kenyan legal framework allows the Society to retain its tax-exempt status while carrying on the income generating activities since the money is used for non-profit work.

The current CEO and the board have plans for sustainability but these can easily be rendered ineffective by new people with a different vision. Continuity is therefore crucial for the Society just as it is for a new business where sometimes the founder is not able to pass on the vision to successors. The tendency, especially among church leaders is that there are richer Christians in Europe and Western Europe who can provide resources for the Christian work. Also quite a number of them view not for profit organizations as competitors for resources that the church members have and are willing to give for Christian work. The Society will therefore need to ensure that a close working relationship with the Church is maintained so that the Church does not view the Society as a competitor for limited resources.

4.3 Factors that led to resource mobilization

Resource mobilization may be a result of changes in the external environment or in the organization itself. The researcher therefore wanted to establish the factors that influenced the Society to decide to mobilize resources and the response was that there were several factors that led to the Society's decision on resource mobilization. The first one was that the environment was changing globally with the number of bible societies in the United Bible Societies fellowship increasing due to the political changes in the former Soviet Union and Eastern Europe. The funds available to the fellowship were not increasing as fast as new bible societies were being established and therefore, although the United Bible Societies fellowship has always encouraged each society to raise funds locally, the reduction in the funds available caused the need to become more urgent.

Another factor is that across the UBS fellowship there was also increasing demand for change in the way funds were allocated. Some supporting societies wanted bilateral relations where a supporting society would fund work in a particular bible society of their choice rather than the current system where all funds raised by supporting societies are put in a pool known as the World Service Program from which the supported societies are allocated funds to carry out programs that they identify during the annual budget exercise. Resource mobilization would therefore not only enable the Society do better planning but in due course would also move the society from supported to supporting status.

The researcher established that the idea of resource mobilization was not new since within United Bible Societies each member society is supposed to locally raise support but that the society desired to do it in order to be in full control of its activities. The system of budgeting and resource allocation in the fellowship is basically done on yearly basis. The Society would therefore prepare a budget for each year and their activities would be determined by the amount of funds allocated to it for a particular year. For accountability, societies are expected to utilize the funds that are allocated for the stated activities and that external budget control also means that opportunities for selling specific scripture products would arise but could not be taken advantage of because there was no budget provision. Having resources that the Society itself controlled would therefore enable the Society to be in full control and to fully carry out its mission.

Another factor was that sometimes allocation of resources was not optimal as the society would receive scriptures that they had not ordered. Often such scriptures would be ordered without adequate research having been done to determine the need, and therefore they would be in the warehouse for a long time thus tying down resources for a long time. Therefore the Society needed to be able to determine what resources to apply where and when and this could only be done if the needed resources were available when needed. Resource mobilization was therefore not a new thing for the Society but there was urgency to implement it in order to be in full control. The idea of resource mobilization also came because an opportunity arose to do so.

The resource mobilization decision was also influenced by the fact that the particular CEO was in-charge. Before joining the society he had worked in commercial organizations. Also, while the CEO likes partnering, he does not like begging. He therefore sought to change the society's way of working so as to achieve independence and partnering. One year after the CEO joined the Society he was made a member of the UBS Fund Raising Group and the exposure set him thinking on what he could do with his own society. He sold the idea to the board and in 1996 the Board made a conscious decision to raise funds. As a first step in the implementation of that decision, a public relations officer was employed and a vehicle provided for him. Later on the public relations office was provided with a secretary.

CHAPTER 5: SUMMARY, LIMITATIONS AND RECOMMENDATIONS

5.1 SUMMARY

5.1.1 Resource mobilization activities

The first objective of the study was to document the resource mobilization activities of the society. The findings of the study indicate that the major resource mobilization activities are fundraising through holding dinners for which the participants pay a little more than the cost of the food. After such dinners normally people will collect money to support the work. Some of the dinners were hosted by partners with whom BSK works and therefore they did not cost the society money to host but the collection went to the Bible Society.

Another resource mobilization activity is membership recruitment in churches and among individuals. Bible Society staff and volunteers go to various churches during the normal services of worship. They request for a few minutes to tell the congregation members about bible society work following which the congregation may either donate funds for the work or enroll as members or both.

Keeping the members updated on the activities of the society is viewed as important in their interest in supporting the society is to be maintained. Regularly, once every three months, the Society sends a newsletter to those people who have registered as members. The newsletter highlights needs and or activities in which the Society wants members to participate and asks them to send their support. Usually the appeals are for funds to enable the Society to provide scriptures to a category of people in society who for one reason or another are not able to buy scriptures for themselves, for example prisoners.

The Society has also established partnerships with other organizations with similar interests, for example, Hossana, who provide scriptures on cassettes that are used in the scripture listening program known as Faith Comes by Hearing (FCBH). Those participating in the program make voluntary contributions to the Society's work.

Increased scripture sales was also facilitated through Opportunity 21, a UBS program that provided support to societies that had been identified as ones whose operational level could be raised if additional funds were provided for a limited period of time. BSK was identified as one such society in Africa and the Society was able to use the O21 funds to purchase scriptures for distribution without subsidy. The funds thus generated will be used to provide a scripture supply fund.

Volunteer recruitments provided necessary people resources. This is done both in churches and through other activities, for example in BSK branches in the various parts of the country. The volunteers mobilize resources through fundraising or through dissemination of information on the work of the BSK.

5.1.2 Factors that led to resource mobilization

Resource mobilization was came about due to several factors, among these a rapidly changing external environment that saw a reduction in the funds available in the UBS fellowship with the opening up of the former Soviet Union and Eastern Europe. Donors also wanted a different way of deciding where they wanted the funds they were giving to be put.

Another factor was change in the organization's leadership. The current CEO joined the Society in 1993 and he had a vision that the Society could become a supporting Society. The CEO and the Board also had a desire to have resources in order to facilitate taking advantage of opportunities as they arise. The existing system of allocating funds within the UBS fellowship on a yearly basis was found to be too limiting to the society.

The Society also acted in response to the United Bible Societies strategic direction given by Mississauga, 1996 and the Midland 2000 World Assemblies. In both Assemblies all bible societies were urged to raise more funds locally to enable the fellowship reach more people with the Word of God.

5.2 LIMITATIONS

The limitations for this study could be summarized as the time. This was short and therefore it was not possible to extensively cover the entire scope and depth of the research. Another limitation was the staff changes in the Bible Society. By the time of the research some of those who had been involved in the research mobilization activities had left. While the research was supplemented by reading reports of the mobilization activities, interviews with others who had been involved might have provided more data.

5.3 RECOMMENDATIONS

Further research in resource mobilization in other not for profit organizations would need to be carried out to facilitate generalization of the findings of this case study. It would need to be established whether there were any external environmental factors that facilitated mobilization of resources in BSK that are not necessarily there in other cases.

From the review of literature some donors do not support not for profit organizations if they want to engage in income generating activities. But BSK received support from the 0 21 funds to enable it operate at a higher level. Further research would explore whether that was a unique situation or whether donors' perceptions are changing. Also BSK provides products and further research would show whether local resource mobilization would be possible for a not for profit organization that provides services.

APPENDICES

Questionnaire:

Overall issues:

1. How long have you been with BSK?
2. What has been the source of the organization's income over the last 5 years?
3. Has there been any change in the organization's external funding and if yes to what do you attribute this change?
4. What changes, if any, has the organization experienced over the last 5 years?
5. What new challenges has the organization faced over the last 5 years?
6. What led the organization's desire to become a supporting society?

Resource mobilization:

7. What resources did the organization intend to mobilize?
8. What were the main objectives of the resource mobilization?
9. What did the organization need to enable it carry out resource mobilization?
10. Who was involved in resource mobilization? Staff [] Non-staff [] Both []
11. If any non-staff were involved, were they volunteers? Yes [] No []
12. If those involved were non-staff did they have to be paid? Yes [] No []
13. Who identified those to be involved? BSK [] Board [] Others []
14. What preparation did those involved need before they could start working?
15. Were the participants to carry out what needed to be done or did they need to recruit others?
16. How were the participants organized?
17. Did the organization have partners in the resource mobilization task?

18. If any partners were involved, what was their role?
19. Does the country's legal framework limit the resource mobilization in any way?
20. How has the resource mobilization affected relations with partners?

Capacity:

21. What did the organization need in order to mobilize the resources?
22. Were all staff suitable for the envisaged tasks or did any have to be asked to leave?
23. What additional capacity, if any, did the organization need to enable it mobilize resources?
24. Did the organization receive any assistance in order to help it increase its capacity and if it did what kind of assistance and from whom?
25. Has the resource mobilization diverted any time from the organization's other activities?

Sustainability

26. What are the sustainability goals for BSK?
27. How do you plan to sustain the resource availability?
[] Churches [] Individuals [] Scripture sales Others []
28. What is the organization doing to accomplish the sustainability goals?

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