FACTORS INFLUENCING PARTNERSHIPS BETWEEN NON
GOVERNMENTAL ORGANIZATIONS AND SELECTED
PRIVATE SECTOR ORGANISATIONS: A CASE OF
ORGANIZATIONS IN NAIROBI COUNTY

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DECLARATION

This project is my original work and has not been presented in any other University for the award of any degree.

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

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DEDICATION

This study is dedicated to my dear wife Lucy for being there for me, constantly encouraging me to go on even when things seemed impossible and for being patient enough to see me go through my academic journey thus realizing my long cherished dream. In addition I do appreciate the following people who are indeed special to me: My parents Mr. and Mrs. Kamande and my siblings Alex, Charles, Joseph, Nicholas and Christopher. Their financial and moral assistance during this journey is highly appreciated.
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ABBREVIATIONS AND ACRONYMS

BP: British Petroleum
CAB: Car & Bus Company
CCIC: Canadian Council for International Cooperation
SFs: Study Factors
CSR: Corporate Social Responsibility
GDP: Gross Domestic Product
HSBC: Hong Kong Shanghai Banking Corporation
INTRAC: International NGO Training and Research Center
JCIE: Japan Center for International Exchange
MNCs: Multinational Corporations
MNEs: Multinational Enterprise
NGO: Non-Governmental Organization
PPPs: Public-Private Partnerships
TNCs: Transnational corporations
UNICEF: United Nations International Children's Emergency Fund
WBCSD: World Business Council for Sustainable Development
WWF’s: World Wrestling Federation
The exchange of values in terms of brands, competencies which often arises from the process of cross-sector partnering has been given much prominence in the recent past. Although significant research has been conducted on public-private partnerships, there is no much research on the relationships and working partnerships between the NGO’s and the private sector in Kenya. The purpose of the study therefore was to establish factors influencing such partnerships between Non-governmental development actors and selected private sector organizations focusing only on the said relationships within Nairobi County alone. The study used a descriptive survey research design. The population of the study was 150 management staff implementing the partnerships from the following organizations; The Coca Cola Company, Techno serve and Bill Gates Foundation (50), Kenya Red Cross and Safaricom (30), CAB services and Kenya Red cross (30), Monsanto Company and Red Cross (40). The research used census sampling technique. The quantitative data collected by using a questionnaire was analyzed by the use of descriptive statistics with the help of the Statistical Package for Social Sciences (SPSS version 20). From the findings, the study concluded that the top management support affects the success of partnerships between NGOs and the private sector, while. It was also clear that technology greatly affects partnerships between NGOs and the private sector. In addition, the partnership between NGOs and private sector brings about improved image and credibility of the private sector, improved profitability and improved private sector organizations’ CSR policy as part of a corporate strategy. On the other hand, the partnerships provided funds requisite for development work undertaken by NGOs and leads to improved NGOs accountability. From the regression analysis undertaken, the most significant factor on partnership between NGOs and Selected Private sector organizations is top management commitment at 84.2% followed by investment opportunities at 75.2%, technology at 70.5%.The study recommends that the management of NGOs and the private sector should employ and deploy qualified and competent individuals to implement these partnerships. The NGOs and private sector should therefore deploy sufficient monitoring and evaluation framework so as to enrich this partnerships. The NGOs and the private sector should therefore implement approaches such as effective reward management systems meant to enhance top manager’s commitment to performing their roles as well as incorporating lower ranks of employees in partnership design and implementation. The NGOs and the private sector should embark on staff empowerment through building their capacities to equip them with requisite skills needed in implementing and managing this all important partnerships. These study findings will add to the existing pool of knowledge and become a critical reference material in many libraries around the world.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The clear corporate view that partnerships with NGOs is important to their business agendas may well be a reflection of the increasing pressure on businesses and brands to secure consumer and stakeholder trust. This perhaps explains why a significant number of private companies now view partnerships with NGOs as being important to their business agenda. While there are inevitable self-interests, partnerships should be more important to the issues than the parties. Global threats including climate change, the water crisis, natural resource depletion, and social injustice need solving for the benefit of society (Jonker and Nijhof, 2006).

Both sectors are involved in all partnership types, often at more or less equivalent levels. Social Investment partnerships offering and receiving support via cash donations, products, and gifts in kind, and employee fundraising are the most popular for both sectors, and are seen as a favourite with organizations involved in 10 partnerships or less. However, marketing type partnerships such as cause-related marketing, sponsorship, product licensing are of equal popularity with NGOs as social investment partnerships (Googins and Rochlin, 2000).

The partnership of Marks and Spencer with Oxfam was the most admired corporate charity partnership. The partnership is particularly admired as the best examples of delivering on corporate mission for both the business and the charity. The partnership involves both organizations sharing knowledge and working together to drive sustainable production and consumption. Proctor & Gamble work with UNICEF to provide maternal and infant tetanus shots in the developing world was the third most admired partnership (Argenti, 2004).

Partnership professionals rate these as the most successful partnerships because they innovate, deliver corporate mission, generate resources, help to build brands for the partners and are based on clear mutual benefit. Additionally, these companies are to be congratulated on their successful
planning and stewardship of their key, often long term partnerships with NGOs and others (Nidumolu and Rangaswami, 2010).

On the other hand, WWF tops the most admired NGO partner list, just ahead of Oxfam and UNICEF. It appears the scale and reach of these leading international NGOs and the clout they can bring to partnerships enables them to stand out. They must also be congratulated for driving forward with mission-led, strategic partnerships and for overcoming the challenges and barriers inherent in cross-sector partnering. On the NGO side, World Wrestling Federation (WWF) tops the most admired NGO partner list, just ahead of Oxfam and UNICEF (Yaziji & Doh, 2009).

It appears the scale and reach of these leading international NGOs and the clout they can bring to partnerships enables them to stand out. They must also be congratulated for driving forward with mission-led, strategic partnerships and for overcoming the challenges and barriers inherent in cross-sector partnering (Yaziji & Doh, 2009).

Likewise the NGO sector will also gain valuable solutions that will aid in the fulfillment of their missions from the businesses which operate in the same environment and target the same customers as the NGO’s. The society at large is poised to gain from these partnerships given that the NGO sector do in most cases represent the public interests and opinion NGO’s and Corporations, Conflict and collaborations. This unique combination of the profit driven sector relying on new technology, innovations and product development with the NGO’s fulfilling their missions create possibilities for addressing social challenges effectively and efficiently (Yaziji & Doh, 2009).

Techno Serve is working with the Bill and Melinda Gates to help 50,000 farmers in Uganda and Kenya grow and sell fruit for locally produced Coca Cola produced Juices. This marks the trend toward three-way shared value partnerships between NGOs, businesses and donors all coming together to solve a social problem at scale. Through project nature a partnership between the Coca cola Company and the Bill gates & Melinda gates Foundation thousands of farmers of farmers have the potential to double their incomes in Mango and passion fruit farming (Coca Cola, 2012).
Techno serve advisors help farmers to increase their productivity and create new markets for opportunities for their fruit, they strengthen farmer business groups which allow dozens of farmers to sell fruits collectively and improve their bargaining power. In addition Techno Serve is analyzing the market opportunities for Mangoes and passion fruit and also linking farmers group with buyers as equals so as to create more income for their members. In Kenya for example Techno Serve is working with a seasoned exporter to facilitate the sale of 800 metric ton and this is expected to grow with time (Technoserve report, 2013)

The partnership between the Kenya Red Cross and Safaricom has been going on for five years. Kenya Red Cross is a humanitarian relief organization created through an Act of Parliament, CAP 256 of the Laws of Kenya on 21st December 1965. As a voluntary organization, the society operates through partnerships to alleviate human suffering. Safaricom is one of the leading integrated communications companies in Africa with over 17 million subscribers (KRCs, 2007)

Safaricom provides a comprehensive range of services under one roof including mobile and fixed voice as well as data services on a variety of platforms. Safaricom Limited directly sponsors community activities, projects and events that make positive contributions to Kenyans. The goal is to impact communities in direct ways through support for community projects while generating positive publicity for the company (Safaricom 2013).

The long partnership between the Safaricom Limited and Kenya Red Cross has been centered on the delivery of humanitarian services to vulnerable persons. Past collaboration has included Kenyans for Kenya Drought Initiative, support to the Water and Sanitation programs, health interventions, floods response and reconstruction after the Tana Delta Crisis and the Westgate mall terrorist attack where Kenya Red Cross and Safaricom sought opportunities for possible collaboration in alleviating the immense suffering visited upon affected individuals, families and communities (KRCS 2013)
1.2 Statement of the Problem

There is great potential for human resource development in partnerships between private sector and NGOs since they offer unique conditions and contexts for the personal development of managers of private firms. Well structured capacity building assignments with NGOs in developing countries significantly enhance the self awareness which in turn contributes to organizational effectiveness. Lack of in depth empirical studies on NGO corporate partnerships in Kenya stands in contrast to the increased interest in the subject. On the political scene, nationally as well as internationally, partnerships have started to emerge as an area of focus. For example, the United Nations has emphasized the positive effects of partnerships by pointing out how some of the most pressing global problems relating to human rights and the environment need to be solved in collaboration between social actors and the private sector (Dalberg 2007).

Much research has been undertaken about Public Private Partnerships, but the increasingly important practice of corporate-NGO partnerships is less well researched. There is little or no definitive piece of research about the nature and state of collaborations and partnerships between companies and NGOs in Kenya (Jonker and Nijhof, 2006; and Argenti, 2004)

Various scholars have studied this phenomena in different dimensions, (Miller, 2004) studied the influence of top management support on partnership between NGOs and private sector organizations. (Heap, 2000) studied the influence of investment opportunities on partnerships while (Smith and Rogers, 2004 and Prasad, 2006 studied the influence of technology on partnership between NGOs and private sector. This study shall however determine inter-relationships between NGOs and the private sector in Kenya and therefore seek to investigate the critical success factors influencing these partnerships by conducting studies on the Coca Cola Company, Techno serve and the Bill Gates Foundation.
1.3 Purpose of the Study

The purpose of the study was to establish factors influencing partnerships between NGOs and the private sector within selected organizations in Nairobi.

1.4 Objectives of the study

i. To establish the influence of top management support on partnership between NGOs and selected private sector organization.

ii. To verify the influence of investment opportunities on partnership between NGOs and selected private sector institution.

iii. To examine the influence of technology on partnership between NGOs and selected private sector institution.

1.5 Research Questions

i. What is the influence of top management support on partnership between NGOs and the selected private sector institutions?

ii. To what extent is the influence of investment opportunities on partnership between NGOs and the selected private sector institutions?

iii. What is the influence of technology on partnership between NGOs and the selected private sector institution?

1.6 Hypotheses

**Hypotheses Ho1:** There is no relationship between top management support and partnership between NGOs and selected private sector organization.

**Hypotheses Ho2:** There is no relationship between investment opportunities and partnership between NGOs and selected private sector organization.

**Hypotheses Ho3:** There is no relationship between technology and partnership between NGOs and selected private sector organization.
1.7 Significance of the Study

The study findings will be useful to the government through informing the initiation of public initiatives for partnership promotion towards increased corporate social responsibility. The findings will therefore inform the formulation of policy framework guidelines by the government on the corporate social responsibility. This will also ensure that partnerships are enacted within a legal framework thereby mainstreaming the NGOs and the private sector partnership into development programming.

The findings of this study will also benefit the management of private sector organizations as they may acquire up to date knowledge about the opportunities that partnerships offer through the development of critical partnerships. A detailed analysis of strengths, weaknesses, pitfalls and benefits will also be made clear via this study.

The findings will also benefit the NGOs as they may acquire knowledge opportunities that partnerships offer. They may also achieve greater visibility and possibilities for entering partnerships in the future, thereby ensuring the sustainability of these collaborations.

1.8 Delimitation of the study

This study was delimited to the factors influencing partnerships between NGOs and Selected private sector Organizations in Nairobi. The study was limited to partnership chosen, selected organizations and NGOs and undertaken in Nairobi County alone. The study was also delimited to the sample size of respondents only who majorly comprise Assumptions of the Study

1.9 Limitations of the Study

The study faced the challenge in accessing information as respondents were hesitant in revealing the information; however, the researcher looked for innovative means to make respondents offer
as much information as possible. Secondly, it was difficult to meet all the respondents due to their nature of work. Since most of them were busy people, to circumvent this, the researcher organized himself and booked appointments in advance. Thirdly, finances were a limiting factor, the researcher however organized for alternative mechanisms to raise funds.

1.10 Assumptions of the Study

The researcher assumed that the study respondents would be conversant with the partnerships between the NGOs and selected private institutions and that they would be cooperative and honest in giving the required information.

1.11 Definition of Significant terms

**Investment opportunities:** Are options in the market place where various people can gunner avenues for trade, enterprise development and income

**Study Factors:** Are elements that are necessary for a partnership between the Non-governmental sector and selected private organizations to achieve its mission which include top management support, investment opportunities and technology.

**Private Sector Institutions:** Refer to private companies that are operated for profit as the main goal for their existence and do partner with the NGO sector.

**NGOs:** Refer to nonprofit organizations that are working for the public interest through initiation of projects from donors and partnerships with the private sector.

**Partnership:** Is collaboration between selected private institutions and NGOs to achieve a shared goal where each benefit their respective missions and goals.
Selected Organizations: Organizations that would be sought for the information required for this study so as to capture the element of partnership between the NGOs and private sector.

Top Management support: This is any support or commitment by the leadership class or owners of a program, investment or organization towards a certain objective or goal.

Technology: Mechanisms that are electronic, mechanized or otherwise that makes work easy.

1.12 Summary of the Chapter

This chapter looked at background of the study, statement of the problem, purpose of the study, objectives, research questions, significance, basic assumptions, limitations, delimitation and definition of significant terms used in the study.

1.13 Organization of the Study

This is organized in five chapters. The First Chapter consists of background to the study, statement of the study problem, purpose of the study, objectives of the study, significance of the study and definition of significant terms as used in the study. Chapter two consists of a review of pertinent literature related to the study topic. The chapter also entails theoretical foundations and their subsequent interactions, a conceptual framework and summary of knowledge gaps.

Chapter Three constitutes research design, target population, sample and sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data analysis, operational definition of variables and ethical considerations. Chapter Four entail data analysis, presentation, interpretation and discussion of results, questionnaire return rate, respondents’ characteristics and statistical testing of the study hypotheses. Finally, Chapter Five shall highlight in detail on summary of study findings, conclusions, recommendations and suggestions for further research.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the previous studies that have been done on partnership between NGOs and selected private sector institutions. The chapter is hence broken down into the concept of partnership between NGOs and private sector, the emerging trend of corporate – NGO partnerships, categorization of partnerships, critical factors influencing partnership and the conceptual framework.

2.2 Concept of partnership between NGOs and private sector

Companies view non-governmental organizations as pest, or worse. But joining them can be more productive than swatting them. In current literature, partnerships between companies and NGOs are defined in multiple ways. However, what is common is their focus on partnerships as creating societal and/or environmental value as well as the fact that they build on the pooling of joint resources. In more general terms, partnerships as forms of collaboration between profit organizations and nonprofit organizations, such as local and international NGOs. However, a more detailed description aims to define partnerships as a sort of collaboration to pursue common goals, while leveraging joint resources and capitalizing on the respective competences and strengths of both partners (Jamali and Keshishian, 2008).

For many years the relationship between private businesses and NGOs, non-governmental or non-profit organizations, has been one characterized by antagonism. As NGOs and businesses have traditionally adopted very different societal roles and pursued different organizational goals, focusing mainly on enhancing financial profit versus enhancing social and environmental well-being, clashes between the two sectors have been common sights (Argenti, 2004).
During recent years, a change in rhetoric and practice has, however, been noticeable. The private and civil sectors have begun to engage in cooperation, turning each other’s differences into advantages for the partnering organizations. This has taken place through the establishment of partnerships that range from the purely philanthropic to the more long-term and strategic. However, despite such cross-sectoral partnerships often being praised as the answer to the many societal challenges of the 21st century, this development has not taken place without considerable difficulties and still has, as we argue, a long way to go. In a Danish context, the majority of NGOs and companies still do not engage in more advanced types of cross-sectoral partnerships (Austin, 2000; Googins, 2000)

A number of possible objectives that NGOs typically seek when entering into a partnership which include; financial resources, technical knowhow, improved profile in the community, leveraging the resources obtained from the private sector, to acquire additional resources from development institutions, access to products and services demanded by low income communities, and expertise for advocacy. The authors also outline a number of possible objectives that could be sought by the private sector, such as optimal use of Corporate Social Responsibility (CSR) funding, business benefits such as reduced healthcare expenses, access to local markets, and better compliance with regulatory and contractual frameworks (Austin, 2000).

Researchers have pointed to factors such as differences in ways of measuring performance, competitive dynamics, values and norms, organizational cultures, decision-making styles and differences in personnel competencies between NGOs and private businesses to be some of the main barriers for successful partnership execution. It is simply argued that these characteristics as well as differences in goals of the two forms of organizations represent such differences in orientation that partnerships are almost bound to become struggles. However, these explanations seem to run centrally to the emerging argument that the differences between business and NGOs are diminishing (Austin, 2000).

In Denmark, two projects of interest have been conducted on the subject of NGO business partnerships within recent years. In autumn 2008 the consultancy firm Dalberg completed a
report on Danish NGO-business cooperation on 800 Danish companies and 15 NGOs. A number of issues were not addressed in this questionnaire and that the research failed to be adapted to a Danish context (Dalberg, 2008)

Furthermore, Prince Waterhouse Coopers conducted research on the topic through a range of telephone interviews with NGOs carried out in 2007; however, this investigation seems to give only brief and not sufficiently in-depth answers to the questions that we wish to answer about partnership dynamics (PWC, 2007)

2.2.1 Nature of corporate and NGO partnerships

In the last 15 years, the trend of NGOs working in cooperation with business has developed considerably. Business has the potential, capital, and efficiency to impact various stakeholders in a positive way. But despite this capacity, there is a concern that business is not always attuned to the needs of Corporate Social Responsibility (CSR). Companies desiring to be more responsible do not necessarily have the knowledge, training, or dedication to carry out development programs. NGOs, on the other hand, have become instrumental in development work internationally, but they generally do not have the means and resources to carry out their projects efficiently in a sustainable manner. This is why engaging the public and non-profit sectors to find common solutions to problems has been an increasing trend globally (Kerina, 2008)

International institutions specializing in aid and economic development have recognized the value and importance of cooperation between sectors in promoting sustainable development. In December 2005, the United Nations General Assembly unanimously adopted a resolution “Toward Global Partnerships.” The text of the resolution describes the joint role of organizations and businesses in the eradication of poverty and national development (UN, 2011)

The UN expressed the desire to enhance the contribution of non-governmental organizations, civil society, the private sector and other stakeholders in national development efforts through global partnerships. The resolution encouraged public-private partnerships in the following areas: generation of new investments and employment, financing for development, health,
agriculture, conservation, sustainable use of natural resources and environmental management, energy, forestry and the impact of climate change. The development of tripartite partnerships, encouraged by UN agencies and institutions has contributed to bringing NGOs and business closer together in order to promote development (UN, 2011).

The World Bank launched Business Partners for Development in an effort to bring together business, NGOs and government on particular projects. Why have business and NGOs come to be seen as major actors in the promotion of international development? One reason is a decline in the role of the state in the context of an increasingly globalized international economy. Beyond the rationale of corporate responsibility and image, transnational corporations or multinational corporations have gained increasing power in the last decade (Stephen, 2004).

Research on corporate NGO relations shows that as business become more multinational and electronic, means of communication advances, there has been a perceived reduction in the powers of the nation-state to affect development and a rise in the powers of the business community. TNCs are responsible for about 25% of the Earth’s gross national products, so that they have unprecedented resources at their disposal. Because of their ability to have far reaching activities, there is an increasing sense that business has a responsible role in promoting development: the welfare state is giving way to the business welfare (Heap, 2000).

However, business, especially large multinationals, is also perceived as ruthless and exploitative in many ways, caring only about the bottom line. They tend to do what is necessary to stay within the bounds of laws and regulations, but have little incentive to promote practices that go beyond what is required. Yet TNCs today have a considerable influence on national governments and international institutions (Canadian Council for International Cooperation, 2011).

Increasing international corporate power and reach have made the private sector much harder to regulate at the national level, and no supra-national organization seems prepared to take on this tasks and that the power of governments has eroded in the wake of globalization. He also notes that this is due to the growth of transnational corporations whose supply chains span several
continents. But he argues that NGOs and civil society groups have stepped into the breach, assuming the role of monitor and, in some cases, enforcer of social and environmental standards (Stuart, 2005). Hart points to the drastic increase in the number of NGOs in the last ten years as a result of this, noting that there are currently more than 50,000 international NGOs, compared to fewer than 20,000 only a decade ago (Stuart, 2005).

The rapid development of telecommunications in the last decades has contributed to this phenomenon. The public in general, consumers, investors, and NGOs are more informed of business practices around the globe, and of their negative or positive impacts. Not only does this awareness facilitate the efforts of civil society groups in contesting business practices, but it also can impact brand image and become a financial liability for corporations. Although their motivations may be mostly due to public relations concerns, socially responsible investments are increasing. In 1999, over $2 trillion were invested in a socially responsible manner in the US, representing 13% of all professionally managed investments (Stuart, 2005).

Simultaneously, NGOs are seeking new ways to achieve their goals. John et al (1998), in “Partners for Sustainability” argue that NGOs have become frustrated in their efforts to improve environmental practices through legislation, and that therefore some are attempting to work directly with business to achieve their goals. Quite simply, NGOs realized that business participation was essential to the development of any long-lasting solutions. NGOs are also facing the difficulty of maintaining and finding new sources of funding (Johansen et al, 1998).

The push for more responsible business practices has caused some corporations to seek out NGOs as partners to help them implement solutions to development problems. Because NGOs are usually more trusted by the public, which sees them as more reliable than businesses on issues concerning the environment and social responsibility, a company associated with an NGO can have a more positive public image. In 1997, the Corporate-NGO Partnership Program was launched by the Japan Center for International Exchange (JCIE). It was recognized that with the rise of civil society and corporate philanthropy in the Asia-Pacific region, relations between NGOs and businesses were moving toward partnerships rather than simple relations of donor to recipient. The goal of JCIE was to take a case study approach to researching the emerging realm
of partnerships in order to come up with some general principles that contribute to making them successful in a wide range of areas. (Yamamoto, 1999)

There appears to be general agreement among various actors that corporate-NGO partnerships will increase in number and scope in the future. Both companies and NGOs believed relations between the two sectors would improve in the future, and 85% of the respondents believed the number of partnerships would increase over the next five years. However, neither side foresaw an end to confrontational relations. Many people believe NGOs will increasingly work in accordance with TNCs rather than against them in the future (Heap, 2000)

NGOs see themselves as the losing party in attempts at collaboration because they have weaker bargaining power. They therefore believe that most of the benefits of partnerships are enjoyed by corporations. On the other hand, companies view NGOs as being too idealistic and not having enough discipline to function in the market. The most prevalent stereotypes are rooted in the fact that NGOs view companies as unreliable, dominated by economic self-interest, while they in turn see NGOs as marginal ‘do-gooders’ who cannot manage their finances (Heap, 2000).

2.2.2 Categorization of Partnerships between NGOs and the private sector

In philanthropic partnerships, companies offer financial support to an NGO, for example by providing a donation of money or products to a relief organization. The two partners have different goals and only interact on a very limited basis. Philanthropic partnerships involve only the one-way transfer of resources from a company to an NGO rather than an actual pooling of joint resources. There is some disagreement among researchers as to whether this stage can be described as an actual partnership. However, as philanthropic engagements are often the first point of contact and the initial starting point for more advanced partnerships, it is important to include them in a process-oriented study of partnerships (Googins, 2000)

In reciprocal exchange/cross-related marketing partnerships a company donates money to an NGO depending on sales volume or the use of the company’s products. The interaction taking place is limited and can be characterized as that of a sales campaign. Independent value creation
Partnerships involve semi-strategic partnerships in which a company and NGO collectively attempt to cater to each of their individual goals which, while not being similar, are not directly conflicting. An example could be a company which collaborates with an International NGO in a developing country. While the company wishes to ensure compliance of the company’s code of conduct at its supplier, the NGO wishes to improve human rights (Weihe, 2008).

Symbiotic value creation/integrative partnerships involve a company and NGO working together in a strategic partnership on a common problem which they would both like to see solved. The value creation happens for both partners and the criteria for success will be partly overlapping. An example could be a company, which cooperates with the Disabled Peoples Organization of Denmark to develop a product that will help satisfy the needs of the disabled. The company will develop a new product to the market. Research suggests that most value can be generated from type 3 and 4 partnerships (Austin, 2000).

2.2.3 Investment opportunities and partnership between NGOs and the private sector

The market and corporate citizenship do not necessarily have to be in opposition. If a community is healthy it will thrive socially and economically, and business in turn will benefit through increased consumerism and reduced dependence on social programs. When considering long-term economic goals and corporate sustainability, there is scope for a more marketing-oriented philanthropy which contributes both to the bottom line and to society. Long-term profitability requires foreseeing the needs and demands of consumers in the future and working to create environments conducive to the continuation of business activities toward this goal. The difficulty for any firm considering CSR relates to the distribution of costs and benefits: broader social benefits (creation and maintenance of a stable and well-functioning society) have an impact on everybody in a society (including business) but direct business benefit will not necessarily accrue to the individual company within the time scale of immediate commercial decisions (Stephen et al, 2004).
Businesses must adopt a more long-term vision when weighing the consequences of taking a more socially responsible approach to their activities. Although precise calculations are hard to obtain because of variances across different sectors and industries, socially networked firms, in the long run, could outperform those which are not. Thus, corporate strategy that takes into account these long-term objectives could benefit from including partnerships into their vision (Heap, 2000).

NGOs can also facilitate a corporation’s approach to local consumption and production markets. Knowledge and better understanding of market needs are some of the benefits of working with local NGOs that possess valuable knowledge about onsite conditions. In today’s globalized economy, international business is increasingly about collective ownership among MNCs, states, and NGOs. Therefore cooperation among all actors is necessary especially when these come from varying cultural and professional backgrounds. Understanding and working effectively within these parameters is essential for a company to retain and increase its competitive edge (Miller, 2004)

Engagement with local communities and demonstrating sensitivity to their concerns is dependent on a company’s ability to penetrate and participate in local networks which is very difficult to achieve as an outsider. Firms desiring to tap into isolated, but potentially profitable, markets should aim to diversify their partners. Successful strategies are ones that rely on nontraditional partners, including non-profit organizations, community groups, and local governments. On the other hand, relying on traditional partners, such as national governments and large local companies may prove unsuccessful because they are as far removed from low-income markets in terms of knowledge and experience as the firms trying to launch the venture (Hart, 2005)

NGOs are under increasing pressure to diversify their sources of funding. Partnerships provide a source of funding independent of government funding. One of the major problems for NGOs in acquiring private funding is that they usually lack direct contacts in the corporate world that would be a basis for potential donations. A partnership based on personal relations between NGO staff and corporate executives could help solve this problem (Elkington, 1998)
But partnerships entail more than a simple donation from a company. Actually engaging with companies is recognition of the fact that business can bring economic benefits to poor communities by creating jobs and transferring technology. This approach is taken by those in the NGO community who consider both business and the non-profit sector as necessary for tackling issues of poverty (Hart, 2005).

They see both sides as having valuable and complementary assets: the private sector is instrumental in creating employment and economic growth and therefore has a direct impact on the lives of the poor; but NGOs have expertise in working to strengthen communities to ensure that the poorest benefit from this growth. Alleviating poverty requires both collaboration and coordination from both sectors (Elkington, 1998).

2.2.4 Top management support on partnership between NGOs and private sector

Some of the difficulties in the creation of partnerships were finding qualified managers and ineffective institutional infrastructure. Businesses must enter into partnerships with the idea that they are not looking to impose a plan of action, but to develop a common road map to a successful project through coordinating with NGO leaders. It is evident that MNCs themselves risk partnerships failing when through the choice of inappropriate managers to implement their policies; they impose a rigid western economic model (Miller et al., 2004).

While NGOs must retain their independence and autonomy, they also need to become more attuned to the realities of working with business if they are to be successful in attracting corporate partners. One of the obstacles encountered by companies in communicating with NGOs is the staff’s relative inexperience in dealing with the corporate world and their lack of professional expertise. One solution is to turn to intermediary NGOs that facilitate communication between the two sectors. JCIE sees itself as one such mediator that brings together representatives from both sectors to work on ways to improve their interactions with one and other (Miller et al., 2004).
Another problem is that business must be genuinely dedicated to the goals of partnership. Beyond mission statements, partnerships require commitment of business leaders to achieving the goals set forth in their company’s mission statement. One factor shared by all companies engaged in partnerships is that, not only do they clearly state their mission and dedication to corporate philanthropy, but they also desire their contribution to take place through community involvement (Yamamoto, 1999).

Corporate statements of companies involved in partnerships all included, in one form or another, clauses to engage responsibly with the communities in which they operated. These case study reports indicate that these statements are indeed buttressed by the personal commitments of senior corporate officers to achieving these stated objectives. Participating companies stressed the importance of making social principle an integral part of corporate culture by diffusing the CSR mission to its employees. This helps get greater employee involvement in community issues. JCIE’s comparison of partnership projects showed that this contributed to their success in many cases. Participation by employees in such partnership activities enables corporations to address the needs of their communities as they are perceived by people from the communities themselves, and reinforces the corporation’s commitment to community involvement (Yamamoto, 1999).

Building and maintaining relationships requires partners to work together as equals, and for them to minimize power imbalances as much as possible. Organizations and corporations should be honest and specific about what they hope to achieve through collaboration during the initial discussions before the partnership is setup. Both sides need to anticipate and resolve conflict; acquire a unity of vision and purpose, with an emphasis on goals defined by consensus and agree to mutually acceptable and explicit time frames (Heap, 2000).

2.2.5 Technology and partnership between NGOs and the private sector

According to this research, NGOs and business are increasingly becoming aware that partnerships represent another opportunity for them to develop their capabilities and benefit from
external resources available in order to become more competitive. Businesses have seen that NGOs possess distinctive knowledge and have access to international and local networks which the companies are able to benefit from in the case of partnerships. Furthermore, cooperation with NGOs has proven to be a useful tool in identifying business risks and opportunities, as well as being a way for companies to brand themselves towards their stakeholders (Yaziji, 2004).

Some of the literature concerned with analyzing success factors in partnerships seems especially normative and generic. The partners need to apply generic project management tools such as defining clear goals, obtaining senior management commitment, engaging in frequent communication, sharing the commitment of resources and evaluating progress/results in order to overcome difficulties in partnership collaboration (Googins, 2000) and Austin, 2000).

One of the foundations of business partnership today is to understand the technological context of the marketplace. Technology strategy revolves around four key agreed upon assumptions. First, it focuses on the type of technologies a firm selects for acquisition, development, deployment, or divestment. Second, commitment of investment decision has to be adopted by the management. Third, ICT strategy may as well be suited for or applied in all types of firms and industries, and is not restricted to high technology enterprises. Fourth, ICT strategy is comprised of both hardware and software elements (Austin, 2000).

The central issue in partnership strategy is the acquisition, development and exploitation of technology. The concept of ICT strategy is defined as 'a strategic approach to the development of a firm’s technology. The focus of ICT strategy is on acquiring, developing, utilizing and giving up those ICT categories. Just as the acquisition of ICT is one of the central concerns of ICT strategy, so too is the exploitation of ICT, but it appears to have received less attention from researchers. Having acquired and developed technological resources, technology strategy recognizes that firms face a variety of options when it comes to the most appropriate exploitation of them (Smith & Rogers, 2004).
Organizations that have been able to successfully integrate technology and strategy implementation have created significant business returns. The importance of ICT in supporting strategy thus cannot be underestimated. Especially with the shortening of the PLC, ICT will play an increasing role in defining the strategic basis of competitive advantage. Firms that have been able to harness the use of technology will be the firms that will emerge as survivors in the next shakeout. Technology strategy, or strategic technology, whichever interpretation that may appeal to the firm, will be the imperative for tomorrow’s market place (Prasad, 2006).

Business collaboration/partnership and technology integration are the priorities, but the specifics differ from company to company. The key to success depends on the extent to which companies understand the collaborative business models they need to support integrated technology. Companies looking for a compass to guide their technology investment strategies must consider the collaborate/integrate destination (Andriole, 2006). Technology can have two inputs: defining business strategy and defining corporate strategy.

The roles, requirements and responsibilities of technology can thus be vastly different, depending on how we use technology. The two roles of technology imply vastly different processes in both strategy formulation and implementation. Technology, in relation to business strategy, would look at generic strategies of product differentiation. Technology, in relation to corporate strategy on the other hand, would look at strategies of cost leadership and thereby of product development. Corporate technology would also most likely be more expensive than business technology, implying more stringent return on investment decisions. A study of the competitive advantage in successful new technology based firms found that their technology strategy played a key role for making these companies improve their competitive advantage. To, facilitate sustainable competitive advantages; organizations should coordinate their technology strategy with the corporate strategy (Prasad, 2006).

2.3 Theoretical Framework

This study was premised on the complexity theory. This theory was designed by Manson in 1999. Advocates of complexity theory see it as a means of simplifying seemingly complex
systems. Complexity theory is an outgrowth of previous work entailed in general systems theory in particular. Unlike systems theory which studies static entities linked by linear relationships defined by flows and stocks, complexity theory often concerns non-linear relationships between constantly changing entities. Over time, this theory has favored the simplification and parameterization of flows and stocks, a process that assumes that the system exists in equilibrium and therefore negates the need to examine changing relationships between system elements. Complexity theory is also concerned with how systems change and evolve over time due to interaction of their constituent parts (Manson, 1999).

The basic tenets of complexity theory states that if the right circumstances can be created then the potential exists for promoting transformative change in economic and social conditions. The right circumstances involve getting the right mix of economic, social and political agents to work together in a coordinated way within a strategic framework to create synergies and to provide catalytic resources to lever out the benefits such that the whole becomes greater than the sum of all its parts (Keith, 2006).

This theory has implication for these relationships between NGO’S and specific private sector organizations. With complex policy situations, managers face substantial difficulties operationalizing theory-based approaches to relationship building. These difficulties arise, first, due to conventional conceptions of the process of theory development as a deductive process of hypothesis testing; and second, from the practical constraints faced in specific dynamics, contexts that often conspire against rigorous relationships. Since programmes operate in an open system with different factors interacting, the effect of this interaction is bound to be context-dependent and hence the theory-based approaches may thus not hold (Anderson, 1999).
2.4 Conceptual framework

Figure 2 Conceptual Framework

Extraneous Variable

Independent variables
- **Investment Opportunities**
  - Easily available
  - Rare
  - Unavailable

- **Technology**
  - User Friendly
  - Relative cost
  - Applicability

- **Top Leadership support**
  - Highly supportive
  - Supportive
  - Not supportive

Organizational orientation
- Hierarchical based
- Subordinate based

Relationships between NGOs and the Private
- Positive
- Negative
- Mutual
- Skewed

Donor Support
- Local
- International

Government Policies
Favorable framework

Intervening variable

Moderating variable
2.5 Knowledge gaps

Table 2.1: Summary of Knowledge gaps

<table>
<thead>
<tr>
<th>Objective</th>
<th>Author</th>
<th>Findings</th>
<th>Knowledge gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influence of top management support on partnership between NGOs and private sector organizations.</td>
<td>Miller et al, 2004) Yamamoto, 1999</td>
<td>Building and maintaining relationships requires partners to work together as equals, and for them to minimize power imbalances as much as possible. Top managers determine these relations</td>
<td>There is need for a study on these power imbalances within specific entities</td>
</tr>
<tr>
<td>Influence of investment opportunities on partnerships</td>
<td>Stephen et al 2004 Miller, 2004</td>
<td>When considering long-term economic goals and corporate sustainability, there is scope for a more marketing-oriented philanthropy which contributes both to the bottom line and to society</td>
<td>Investment undertakings could provide avenues for cooperation and partnerships. The extent of this influence needs to be studied</td>
</tr>
</tbody>
</table>
2.6 Summary of the Reviewed Literature

The chapter discussed the concept of partnership between NGOs and private sector. It delved on the theoretical framework regarding the influence of investment opportunities, top management support and technology on partnership between NGOs and the private sector in Kenya. The chapter ends with a conceptual framework which shows the relationship between the independent variables, moderating variables and the dependent variables.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section is about the methodology that was applied in the study. It describes the research design, sampling procedure, data collection methods, validity and reliability of the research instruments and data analysis and presentation. It also entails theoretical framework, conceptual framework and a summary of research gaps.

3.2 Research Design

This study shall employ a cross-sectional descriptive survey design. Such a design seeks to describe the characteristics of certain groups, estimate the proportion of people with certain characteristics and make predictions. This specific design was chosen because of its ability to ensure minimization of bias and maximization of the reliability of evidence so collected. However, this method is rigid and focuses on the objectives of the study alone (Creswell, 2005). This approach is appropriate for this study as it would help to describe the state of affairs as they exist without manipulation of variables which was the aim of the study. According to Churchill (1991) descriptive study is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions.

3.3 Target Population

The target population was 150 individuals. These individuals majorly comprised the management staff of these selected organizations as shown below;
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Partnership</th>
<th>No. of staff implementing the partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coca Cola Company, Techno serve &amp; Bill Gates Foundation</td>
<td>50</td>
</tr>
<tr>
<td>Kenya Red Cross and Safaricom</td>
<td>30</td>
</tr>
<tr>
<td>CAB services and Kenya Red Cross</td>
<td>30</td>
</tr>
<tr>
<td>Monsanto Company and Red Cross</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>

3.4 Sample and Sampling Procedure

A stratified random sample will be selected to represent the target population and to provide the same results at the lowest cost possible. This sampling technique refers to one in which the researcher stratifies the population according to some pre-determined criteria and then separates from each stratum (Odhiambo, 2010).

The sample size for organizations to be studied will be derived from Krejcie and Morgan table for determining sample size (See Appendix 3). Which gives our exact sample size to be 108 individuals.

3.5 Research instrument

A primary data collection instrument was used during the study; a questionnaire. The questionnaire had five major sections. Section A comprised the general information on respondents, Section B comprised questions on the influence of top management support on partnership between NGOs and private sector organizations. Section C comprised questions on the influence of investment opportunities on partnerships, while section D comprised questions on the influence of technology on partnerships.

The questionnaire had both open and closed ended questions. The structured questions were used in an effort to conserve time and money as well as to facilitate easier analysis. The unstructured
questions were used to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.5.1 Pilot study

Reliability of the research instrument was enhanced through a pilot study performed on a pilot group of 10 respondents from selected NGOs that were not involved in the main study. The respondents were conveniently selected since statistical conditions were not necessary in the pilot study (Cooper and Schindler, 2003). The pilot data was not included in the actual study.

3.5.2 Validity of the research instruments

Instruments validity involves establishing whether the data collection instruments measure what they are intended to. Validity is the most critical criterion of sound management and indicates the degree to which an instrument measures what it purports to determine. This study utilized content validity, which is the extent to which a measuring instrument provides adequate coverage of the topic under study. (Kothari 2004).

3.5.3 Reliability of the research instruments

A reliable instrument is one with small errors of measurement, one that shows stability, consistency and dependability of scores for individuals on the trait, characteristic or behavior being assessed. Reliability of a research instrument is its ability to give consistent results over a number of repeated trials (Mugenda, 2008).

This study utilized split half method to obtain reliability of the research instrument. The first step involved administering the instrument to 1% of the sample size. The responses were then be scored and split into two on the basis of odd and even numbers. Pearson product moment correlation coefficient was accordingly computed for the two groups using Pearson (r) formula:
\[
\frac{\Sigma XY - (\Sigma X)(\Sigma Y)N}{\sqrt{\left[\frac{\Sigma X - (\Sigma X)^2}{N}\right]\left[\frac{(\Sigma Y) - (\Sigma Y)_Y^2}{N}\right]}}
\]

Where
\(r\) = Pearson product moment correlation coefficient
\(Y\) = score in odd number question items:
\(X\) score in even number question items;
\(N\) = Number of respondents.

Spearman Brown Prophesy formula was then used to compensate for the reduction of the instruments to one half of the final length. Reliability coefficient (re) for the full length of the instrument was then obtained by the formula below:
\[re = \frac{2r}{r-1}\]

Where
\(R\) = Spearman Correlation Coefficient between the two halves where the first half was the odd numbers and the second half was even numbers.
\(re\) is the Reliability co-efficient for the full length.

After undertaking this method, a coefficient of reliability of 0.85 was found. Meaning this instrument was very reliable.

### 3.6 Data collection procedure

A self–administered questionnaire with both open and closed ended questions was developed and administered to obtain information from the 108 respondents. The questionnaires was administered using drop and pick later method with a time lapse of one week with a view to enhance the response rate (Schindler, 2003). This was used to enhance the response rate since the respondents were busy in their work.

### 3.7 Data Analysis

Data analysis was done following the four phases normally used in many research projects. They include: data clean up, reduction, differentiation and explanation. All data was keyed
using the Statistical Package for Social Scientists (SPSS) version 20.0 with appropriate codes and variable specification.

The resultant information was analyzed by employing the quantitative approach entailing both descriptive and inferential statistical procedures whose results were presented in percentage frequencies and cross tabulations.

The following multiple regression model was used

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \]

Where; \( Y \) = partnership between NGOs and the private sector
\( X_1 \) = the top management Commitment variable,
\( X_2 \) = investment opportunities variable
\( X_3 \) = the technology variable
\( \varepsilon \) = error term \( \beta \)= coefficient \( \alpha \)= constant

Regression analysis was used to test the relationship between critical factors and NGO-Private Sector Partnerships. The factors were the independent variables while NGO-Private Sector Partnerships was the dependent variable. The multiple regression analysis helped to determine the relative importance of each of the variables (top management, investment opportunities and technology) with respect to the partnership between NGOs and the private sector.

Chi square will be used to test for association between various selected variables, qualitative data will be analyzed by making inferences from the expressions and opinions of the respondents around the themes and presented descriptively through content analysis to draw conclusions and make inferences. Specific effect of the independent variables and the dependent variables will be tested through multivariate analysis while the significance of independent variables against the dependent variable will be analyzed through ANOVA.
3.8 Ethical considerations

In this study, ethical considerations were made on the basis of the basic concepts and aspects identified as being important components of social considerations in social science research. (Oliver, 2008)

First and foremost, the researcher obtained research authority from the Department of Extra – Mural studies to conduct research. Approval was also sought from the management of companies where data collection was to be conducted.

Secondly, the researcher wrote an introductory letter to inform respondents in the research process that the research was purely for academic purposes only. The respondents were further assured that the information they would give would be treated with utmost confidentiality. Respondents were further requested not to indicate their names anywhere on the questionnaires and were again implored to provide the requested information truthfully and honestly.

3.9 Operational definition of Variables.

Operational definition of both independent and dependent variables is undertaken as shown on table below:
### Table 3.2: Operationalization of variables

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Variables</th>
<th>Measurement scale</th>
<th>Specific Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish the influence of top management support on partnership between NGOs and selected private sector organization</td>
<td>Top management support Partnership between NGOs and selected private sector organization. Meeting the partnership objectives improved financial performance</td>
<td>Nominal</td>
<td>Mean, standard deviation, regression analysis and chi test</td>
</tr>
<tr>
<td>To establish the influence of investment opportunities on partnership between NGOs and selected private sector institution</td>
<td>Partnership between NGOs and selected private sector organization. Meeting the partnership objectives improved financial performance</td>
<td>Nominal</td>
<td>Mean, standard deviation, regression analysis and chi test</td>
</tr>
<tr>
<td>To establish the influence of technology on partnership between NGOs and selected private sector institution</td>
<td>Partnership between NGOs and selected private sector organization. Meeting the partnership objectives improved financial performance</td>
<td>Nominal</td>
<td>Mean, standard deviation, regression analysis and chi test</td>
</tr>
</tbody>
</table>
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, presentation and interpretations and discussion of the data collected.

4.2 Questionnaire response rate

The response rate was 85 percent

4.2.1 Distribution of the respondents by Gender.

The gender of the respondents and the findings are as shown in table 4.1

<table>
<thead>
<tr>
<th>Gender of the respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male respondents</td>
<td>48</td>
<td>52</td>
</tr>
<tr>
<td>Female respondents</td>
<td>44</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the findings, 52% of the respondents were male and 48% were female. This implied that most of the organizations have more males than in their various levels of management and consequently, most of the responses emanated from the males.
4.2.2 Distribution of Respondents by Age

Table 4.2 indicates an analysis of staff age distribution.

**Table 4.2 Age of the respondents**

<table>
<thead>
<tr>
<th>Age of the respondent</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 - 34 years</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>35 – 40 years</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>41 – 44 years</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>45 – 50 years</td>
<td>53</td>
<td>57</td>
</tr>
<tr>
<td>Over 51 years</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the findings, majority of the respondents (57%) were between 45 – 50 years old, 20 % were between 41 and 44 years old, and 9 % were aged either between 35 to 40 years or above 50 years while 3 % were between 31 to 34 years of age. The findings indicate that majority of the mangers in both NGOs and the private sector in Kenya was aged 45 – 50 years.

4.2.3 Respondents’ level of education

The respondents were requested to indicate their level of academic qualification. Table 4.3 illustrates the study findings.

**Table 4.3 Highest level of education**

<table>
<thead>
<tr>
<th>Highest level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher National Diploma</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>45</td>
<td>49</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td>PhD Degree</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
From the findings most of respondents (49%), had bachelor degree, 22% had masters, 16% of the respondent had PhD, while 11% indicated their highest level of education as Higher National Diploma. This shows that most of managers in corporate sector and NGOs have attained university thus had rich information and knowledge on critical factors influencing partnership between NGOs and the private sector.

4.2.4 Duration of Staff Working Life

The respondents were asked to indicate the duration in which they have been working in the respective organizations. Findings are presented in table 4.4

<table>
<thead>
<tr>
<th>Duration of staff working life</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>2-5 years</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>6-10 years</td>
<td>35</td>
<td>37</td>
</tr>
<tr>
<td>11 years and above</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, most of the respondent (37%) had worked in the respective organizations for 6 to 10 years, 33% for 2 to 5 years, 20% for more than 11 years, while 10% for less than 2 years. These findings mean that most of the mangers in corporate sectors and NGOs had worked for a long duration of more than 6 years, and hence they had rich information on critical factors influencing partnership between NGOs and the private sector, based on their extensive experience.
4.3 Influence of top management support on partnership between NGOs and private sector

From the findings, the top management support influences the success of partnership between NGOs and the private sector. The study further sought to establish the level of commitment by the top management and how it affects the success of partnership between NGOs and the private sector; this is shown in the Table 4.5.

Table 4.5 Influence of top management support on partnership between NGOs and private sector

<table>
<thead>
<tr>
<th>Top management support and partnership</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>50</td>
<td>54</td>
</tr>
<tr>
<td>Great extent</td>
<td>42</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

On the question of the extent to which the commitment by the top management and how it affects the success of partnership between NGOs and the private sector, majority of the respondents, 54 %, stated that it affected to a very great extent and 46 % agreed that the effect was to a great extent. Therefore, the top management support influenced the success of partnership between NGOs and private sector to a very great extent. Thus the top management support was strategic to the achievement of the partnership objectives and their limited support worked towards the failure of the partnership between NGOs and private sector.

4.3.1 Influence of top management support on partnership between NGOs and private sector

The respondents were requested to indicate their level of agreement on the following statements in relation to the effect of level of commitment of top management on the partnership between NGOs and the private sector. The responses were rated on a five point Likert scale where: 1 -
Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The mean and standard deviations were generated from SPSS and are as illustrated in Table 4.6.

**Table 4.6 Influence of top management support on partnership between NGOs and private sector**

<table>
<thead>
<tr>
<th>Influence of top management support on partnership between NGOs and private sector</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The top management’s commitment to the partnership itself is the most important factor.</td>
<td>4.5</td>
<td>0.561</td>
</tr>
<tr>
<td>The top managers must demonstrate their willingness to give energy and loyalty to the partnership for it to succeed</td>
<td>4.4</td>
<td>0.853</td>
</tr>
<tr>
<td>The managers must not spare any effort to persuade the employees of their ideas for partnership implementation to be effective.</td>
<td>4.1</td>
<td>0.566</td>
</tr>
<tr>
<td>Lack of top management backing is the main inhibiting factors</td>
<td>3.1</td>
<td>0.374</td>
</tr>
<tr>
<td>Lack of manager’s commitment to performing their roles leads to the lower ranks of employees missing support and guidance and motivation.</td>
<td>2.8</td>
<td>0.173</td>
</tr>
</tbody>
</table>

From the finding a mean score of 4.5, the top managers must demonstrate their willingness to give energy and loyalty to the partnership for it to succeed had a mean score of 4.4, while the managers must not spare any effort to persuade the employees of their ideas for partnership implementation to be effective had a mean score of 4.1. They were neutral that lack of manager’s commitment to performing their roles leads to the lower ranks of employees missing support, guidance and motivation (2.8) and lack of top management backing is the main inhibiting factors (3.1). This implies that the top management’s commitment was a significant critical factor to the success of partnership between NGOs and selected private sector organization.
4.3.2 Influence of technology on partnership between NGOs and the private sector

The study in this area sought to find out the extent to which technology affect partnership between NGOs and the private sector. The findings are recorded on table 4.7.

Table 4.7 Extent to which technology affects partnership between NGOs and the private sector

<table>
<thead>
<tr>
<th>Influence of technology</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td>Great extent</td>
<td>50</td>
<td>54</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Less extent</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

From the findings, majority of the respondent (54%) stated that technology affects partnership between NGOs and the private sector to a great extent, 41% indicated a very great extent while 4% and 1% stated a moderate extent and less extent respectively. This shows that technology affected partnership between NGOs and the private sector to a great extent. The projects being implemented by the partners were designed, planned, implemented and monitored via various technology related strategy and the modern technology played a key role in enhancing the success of the projects.

4.3.3 Influence of technology on partnership between NGOs and the private sector

The respondents were requested to state their level of agreement on the statements in relation to influence of technology on partnership between NGOs and the private sector. The responses were rated on a five point Likert scale where: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4- Agree and 5- Strongly Agree. The mean and standard deviations were generated from SPSS and are as illustrated in Table 4.8 below.
Table 4.8 Influence of technology on partnership between NGOs and the private sector

<table>
<thead>
<tr>
<th>Influence of technology on partnership between NGOs and the private sector</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is proper updating of partnership information</td>
<td>3.61</td>
<td>0.112</td>
</tr>
<tr>
<td>The organizations in partnership should ensure proper reachable technology for partners</td>
<td>4.78</td>
<td>0.725</td>
</tr>
<tr>
<td>There is efficient measuring and controlling of quantity and quality of information</td>
<td>3.65</td>
<td>0.334</td>
</tr>
<tr>
<td>The organization enhances technology of direct relationship with partners</td>
<td>4.75</td>
<td>0.214</td>
</tr>
<tr>
<td>Technology enables development of partnership between NGOs and the private sector</td>
<td>3.73</td>
<td>0.647</td>
</tr>
</tbody>
</table>

From Table 4.10, the organizations in partnership should ensure that proper reachable technology for partners had a mean score of 4.78. The organization enhances technology of direct relationship with partners had a mean score of 4.75. Other mean score of 3.73, 3.65, and 3.61 represent the fact that technology enables development of partnership between NGOs and the private sector, there is efficient measuring and controlling of quantity and quality of information and that there is proper updating of partnership information respectively.

The findings illustrates that the success of partnership between NGOs and the private sector depended on proper reachable technology for all partners, technology that enhances direct relationship with partners, technology that enables development of partnership between NGOs and the private sector and an efficient measuring and controlling of quantity and quality of information.
4.3.4 Influence of investment opportunities on partnerships

The study sought to find out whether the partnership between NGOs and the private sector brought any investment opportunities to the respective organization as indicated in table 4.9

Table 4.9 Influence of investment opportunities on partnerships

<table>
<thead>
<tr>
<th>Influence of investment opportunities</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>61</td>
<td>66</td>
</tr>
<tr>
<td>No</td>
<td>31</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

According to the findings, the majority (66%) posited that the partnership between NGOs and the private sector brought investment opportunities to the respective organization. Only 34% of the respondents indicated that the partnership between NGOs and the private sector had not brought investment opportunities to the respective organization. This depicts that the success of the partnership between NGOs and the private sector was driven by the investment opportunities it brought to the respective organization.

4.3.5 Investment opportunities and its influence of formation of partnerships

The study inquired on the extent to which the possibility of investment opportunities influenced formation of partnership with NGOs/private Company as indicated in table 4.10

Table 4.10 Investment opportunities as an influence of formation of partnerships

<table>
<thead>
<tr>
<th>Possibilities of investment opportunities</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great extent</td>
<td>54</td>
<td>59</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The majority (59.1%) of the respondents posited that the possibility of investment opportunities influenced formation of partnership with NGOs/private Company to a great extent while 49.9% said it influenced formation of partnership to a moderate extent. This illustrates that the
investment opportunities was a strategic influencer towards formation of partnership between NGOs and selected private sector institutions to a great extent.

According to Miller (2004) in today’s globalized economy, international business is increasingly about collective ownership among MNCs, states, and NGOs. Therefore cooperation among all actors is necessary especially when these come from varying cultural and professional backgrounds.

4.3.6 Influence of investment opportunities on partnerships

To establish the influence of investment opportunities on partnerships, the responses were rated on a five point- Likert scale where: 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent. The mean and standard deviations were generated from SPSS and are as illustrated in Table 4.11

Table 4.11 Influence of investment opportunities on partnerships

<table>
<thead>
<tr>
<th>Image and credibility</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership between NGOs and private sector helps to increase company reputation</td>
<td>4.8</td>
<td>0.114</td>
</tr>
<tr>
<td>Through the partnership, the private sector clients gains trust in the company because public trusts NGOs more than it does companies</td>
<td>4.6</td>
<td>0.727</td>
</tr>
<tr>
<td>A company that partners with an NGO is seen as trustworthy and more credible in its attempts at CSR through this association</td>
<td>4.1</td>
<td>0.331</td>
</tr>
<tr>
<td>Philanthropic activities lead to positive marketing</td>
<td>3.9</td>
<td>0.215</td>
</tr>
<tr>
<td>Engaging in partnership brings to a company’s reputation a credible sense of commitment to social responsibility</td>
<td>3.7</td>
<td>0.649</td>
</tr>
</tbody>
</table>
### Financial sustainability

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The partnership helps in entering new markets and increasing long-term profits</td>
<td>4.8</td>
<td>0.224</td>
</tr>
<tr>
<td>Socially networked firms in the long run, could outperform those which are not</td>
<td>4.6</td>
<td>0.617</td>
</tr>
<tr>
<td>NGOs facilitate a corporation’s approach to local consumption and production markets</td>
<td>4.1</td>
<td>0.141</td>
</tr>
<tr>
<td>Knowledge and better understanding of market needs are the benefits of working with local NGOs</td>
<td>3.9</td>
<td>0.125</td>
</tr>
<tr>
<td>Local institutional knowledge is “strategic and fundamental for economic and business success within the local business system”</td>
<td>3.7</td>
<td>0.649</td>
</tr>
<tr>
<td>Being in the localized sub-networks, NGOs understand the operation of the specific informal relationships that hold them together</td>
<td>4.2</td>
<td>0.142</td>
</tr>
</tbody>
</table>

### Better CSR policy as part of a corporate strategy

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships play a role in enhancing the quality of a company’s CSR policies</td>
<td>4.2</td>
<td>0.541</td>
</tr>
<tr>
<td>NGOs have access to community residents, and readily identify community needs, and are equipped with professional expertise to meet such needs</td>
<td>3.9</td>
<td>0.312</td>
</tr>
<tr>
<td>NGOs serve as a bridge between business partners and the communities in which corporations wish to be active</td>
<td>4.4</td>
<td>0.341</td>
</tr>
<tr>
<td>Companies dedicated to CSR should view collaboration with NGOs as a means of implementing their business strategy</td>
<td>4.7</td>
<td>0.114</td>
</tr>
</tbody>
</table>

Regarding the image and credibility, the majority of the respondents agreed that; partnership between NGOs and private sector helps to increase company reputation (Mean=4.8), through the partnership, the private sector clients gains trust in the company because public trusts NGOs more than it does companies (Mean=4.6), a company that partners with an NGO is seen as trustworthy and more credible in its attempts at CSR through this association (Mean=4.1), philanthropic activities lead to positive marketing (Mean=3.9), engaging in partnership brings to
a company’s reputation a credible sense of commitment to social responsibility (Mean=3.7) respectively.

On financial sustainability, the majority of the respondents agreed that; the partnership helps in entering new markets and increasing long-term profits (Mean=4.8), socially networked firms in the long run, could outperform those which are not (Mean=4.6), NGOs facilitate a corporation’s approach to local consumption and production markets (Mean=4.1), knowledge and better understanding of market needs are the benefits of working with local NGOs (Mean=4.6), being in the localized sub-networks, NGOs understand the operation of the specific informal relationships that hold them (Mean=4.2) local institutional knowledge is “strategic and fundamental for economic and business success within the local business system (Mean=3.7) respectively. With regards to better CSR policy as part of a corporate strategy, the majority of the respondents agreed that; partnerships play a role in enhancing the quality of a company’s CSR policies (Mean=4.2).

This implies that the partnership between NGOs and private sector brings about improved image and credibility of the private sector, improved their profitability and improved their CSR policy as part of a corporate strategy.

4.3.7 Investment opportunities derived from NGO-Private Sector Partnerships

To establish the investment opportunities derived by NGOs from the NGO-Private Sector Partnerships, the respondents were requested to indicate their level of agreement on the extent to which various investment opportunities aspects were reflected in their partnership. The responses were rated on a five point Likert scale where: 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent. The mean and standard deviations were generated from SPSS and are as illustrated in Table 12.
Table 4.12 Investment opportunities derived from NGO-Private Sector Partnerships

<table>
<thead>
<tr>
<th>Investment opportunities derived by NGOs from the NGO-Private Sector Partnerships</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships provide a source of funding independent of government funding</td>
<td>4.8</td>
<td>0.224</td>
</tr>
<tr>
<td>Partnerships provide economic benefits to poor communities by creating jobs and transferring technology</td>
<td>4.6</td>
<td>0.647</td>
</tr>
<tr>
<td>Alleviating poverty requires both collaboration and coordination from both NGOs and private sectors</td>
<td>4.1</td>
<td>0.411</td>
</tr>
<tr>
<td>Such partnerships present an opportunity for NGOs to make their voices heard and to publicize their activities through the marketing of a collaborating company</td>
<td>3.9</td>
<td>0.425</td>
</tr>
<tr>
<td>Non-profit sector gains in the areas of financial management and long-term planning</td>
<td>3.7</td>
<td>0.129</td>
</tr>
<tr>
<td>Corporations bring to the partnership a sense of accountability and hard-nosed, result oriented attitude that is often lacking in their NGO counterparts</td>
<td>4.8</td>
<td>0.134</td>
</tr>
<tr>
<td>The non-profit sector benefit from incorporating some efficiency standards inspired by corporate influence into its practices</td>
<td>4.6</td>
<td>0.457</td>
</tr>
<tr>
<td>Business sector provides access to resources in research and development, experience and expertise in marketing support, distribution services, and outreach</td>
<td>4.1</td>
<td>0.121</td>
</tr>
<tr>
<td>An increasing number of NGOs are becoming businesslike, and partnership with corporations is a powerful instrument for these NGOs to develop a self-sustaining pattern of activities</td>
<td>3.9</td>
<td>0.655</td>
</tr>
</tbody>
</table>

According to the findings, the majority of the respondents agreed that; partnerships provide a source of funding independent of government funding (Mean=4.8), corporations bring to the partnership a sense of accountability and hard-nosed, result oriented attitude that is often lacking in their NGO counterparts (Mean=4.8), partnerships provide economic benefits to poor communities by creating jobs and transferring technology (Mean=4.6), the non-profit sector benefit from incorporating some efficiency standards inspired by corporate influence into its practices.
practices (Mean=4.6), alleviating poverty requires both collaboration and coordination from both NGOs and private sectors (Mean=4.1), business sector provides access to resources in research and development, experience and expertise in marketing support, distribution services, and outreach (Mean=4.1), an increasing number of NGOs are becoming businesslike, and partnership with corporations is a powerful instrument for these NGOs to develop a self-sustaining pattern of activities (Mean=3.9), such partnerships present an opportunity for NGOs to make their voices heard and to publicize their activities through the marketing of a collaborating company (Mean=3.9), non-profit sector gains in the areas of financial management and long-term planning (Mean=3.7) respectively.

This implies that the more the investment opportunities that NGOs derived from the NGO-Private Sector Partnerships the higher the success rate of the Partnerships.

4.3.8 Relationship between independent variables and partnerships by use of inferential statistics

The study applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study. Findings are presented in the following tables;

**Table 4.13 Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.918</td>
<td>.843</td>
<td>.805</td>
<td>.51038</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Top Management Commitment, investment opportunities and technology

b. Dependent Variable: partnership between NGOs and the private sector

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (partnership between NGOs and the private sector) that is explained by all the
four independent variables (top management commitment, investment opportunities and technology). The four independent variables that were studied, explain 84.3% of variance in partnership between NGOs and the private sector as represented by the $R^2$. This therefore means that other factors not studied in this research contribute 15.7% of variance in the dependent variable. Therefore, further research should be conducted to investigate the other factors that affect partnership between NGOs and the private sector.

**Table 4.14 ANOVA (Analysis of Variance)**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.214</td>
<td>22</td>
<td>.114</td>
<td>11.833</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>5.045</td>
<td>40</td>
<td>.200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6.259</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Top Management Commitment, investment opportunities and technology

b. Dependent Variable: partnership between NGOs and the private sector

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance. The "F" column provides a statistic for testing the hypothesis that all $\beta \neq 0$ against the null hypothesis that $\beta = 0$ (Weisberg, 2005). From the findings the significance value is .000 which is less that 0.05 thus the model is statistically significance in predicting how top management commitment, investment opportunities and technology affect the partnership between NGOs and the private sector. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 11.833), this shows that the overall model was significant.
Table 4.15 Multiple Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>3.374</td>
<td>0.842</td>
<td>0.330</td>
<td>4.009</td>
</tr>
<tr>
<td>Top Management Commitment</td>
<td>0.842</td>
<td>0.046</td>
<td>0.330</td>
<td>1.830</td>
</tr>
<tr>
<td>Investment opportunities</td>
<td>0.752</td>
<td>0.88</td>
<td>0.167</td>
<td>8.545</td>
</tr>
<tr>
<td>Technology</td>
<td>0.705</td>
<td>0.65</td>
<td>0.154</td>
<td>4.5779</td>
</tr>
</tbody>
</table>

From the regression findings, the substitution of the equation

\( Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \)

becomes:

\( Y = 3.374 + 0.842X_1 + 0.752X_2 + 0.705X_3 \)

Where \( Y \) is the dependent variable (partnership between NGOs and the private sector), \( X_1 \) is the top management Commitment variable, \( X_2 \) is the investment opportunities variable, \( X_3 \) is the technology variable,

The data findings also show that a unit increase in top management will lead to a 0.842 increase in success of partnership between NGOs and the private sector; a unit increase in investment opportunities will lead to a 0.752 increase in partnership between NGOs and the private sector, and a unit increase in technology will lead to a 0.705 increase in partnership between NGOs and the private sector. This means that the most significant factor is top management followed by investment opportunities. At 5% level of significance and 95% level of confidence, top management commitment had a 0.001 level of significance, investment opportunities had a 0.0015 while technology had 0.22 level of significance, implying that the most significant factor is top management commitment.
4.4 Hypotheses Testing

The study utilized Chi-square test in testing the null hypothesis used in the study. Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. The chi-square test is always testing the null hypothesis, which states that there is no statistically significant difference between the expected and observed result. Testing of the null hypotheses in this study was based on the fact that if the calculated Chi-square associated p value is greater than $\alpha = 0.05$ confidence level ($p > 0.05\alpha$), then we accepted the hypothesis.

4.4.1 Relationship between top management support and partnerships

Ho1. There is no relationship between top management support and partnership between NGOs and selected private sector organization.

Table 4.16 Top management support and partnerships

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>38.322</td>
<td>9</td>
<td>.001</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>124</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.16 shows that the chi-square value is 38.322 with an associated p of 0.001. Since p is less than $\alpha = 0.05$ confidence level ($p < 0.05\alpha$), the null hypothesis is rejected and top management support ($p \leq 0.001$) has significant relationship with partnership between NGOs and selected private sector organization.

4.4.2 Relationship between investment opportunities and partnerships

Ho3. There is no relationship between investment opportunities and partnership between NGOs and selected private sector organization.
Table 4.17 Relationship between investment opportunities and partnerships

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>17.119</td>
<td>6</td>
<td>.012</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>124</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.17 above shows that the chi-square value is 17.119 with an associated p of 0.012. Since p is less than $\alpha = 0.05$ confidence level ($p < 0.05\alpha$), the null hypothesis is rejected and therefore investment opportunities has significant relationship with partnership between NGOs and selected private sector organization.

4.4.3 Relationship between technology and partnerships

H0. There is no relationship between technology and partnership between NGOs and selected private sector organization.

Table 4.18 Relationship between technology and partnerships

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>24.118</td>
<td>6</td>
<td>.0321</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>124</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.18 shows that the chi-square value is 24.118 with an associated p of 0.0321. Since p is less than $\alpha = 0.05$ confidence level ($p < 0.05\alpha$), the null hypothesis is rejected and therefore technology has significant relationship with partnership between NGOs and selected private sector organization.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of the findings, and it provides the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to investigate the effect of commitment of the top level management, investment opportunities and technology on partnership between NGOs and the private sector in Kenya.

5.2 Summary of findings
From the findings, the top management is committed towards partnership between NGOs and the private sector. The commitment by the top management affected to a very great extent the partnership between NGOs and the private sector. The study also found out that the top management’s commitment to the strategic direction is significant factor and that the managers must demonstrate their willingness to give energy and loyalty to the partnership for it to succeed and not spare any effort to persuade the employees of their ideas for partnership implementation to be effective.

The findings are similar to Yamamoto, (1999) who revealed that beyond mission statements, partnerships require commitment of business leaders to achieving the goals set forth in their company’s mission statement. One factor shared by all companies engaged in partnerships is that, not only do they clearly state their mission and dedication to corporate philanthropy, but they also desire their contribution to take place through community involvement (Yamamoto, 1999).

The findings are also similar to Miller et al, (2004) who posited that MNCs themselves risk partnerships failing when through the choice of inappropriate managers to implement their policies, they impose a rigid western economic model (Miller et al, 2004). While NGOs must retain their independence and autonomy, they also need to become more attuned to the realities
of working with business if they are to be successful in attracting corporate partners. One of the obstacles encountered by companies in communicating with NGOs is the staff’s relative inexperience in dealing with the corporate world and their lack of professional expertise (Miller et al., 2004).

From the findings, majority of the respondent stated that technology affects partnership between NGOs and the private sector to a great extent. In addition, the findings indicated that most organizations in partnership should ensures proper reachable technology for partners, enhances technology of direct relationship with partners, technology enables development of partnership between NGOs and the private sector, and there is efficient measuring & controlling of quantity & quality of information.

The findings are similar to Clarke, et al., (1995) who argues that the central issue in partnership strategy is the acquisition, development and exploitation of technology. According to (Narayanan, 2001), the focus of ICT strategy is on acquiring, developing, utilizing and giving up those ICT categories. Just as the acquisition of ICT is one of the central concerns of ICT strategy, so too is the exploitation of ICT, but it appears to have received less attention from research. Having acquired and developed technological resources, technology strategy recognizes that firms face a variety of options when it comes to the most appropriate exploitation of them (Smith & Rogers, 2004).

The findings are also similar to Prasad, (2006) who indicated that the organizations in partnership should ensures proper reachable technology for partners and that the organization enhances technology of direct relationship with partners. The organizations that have been able to successfully integrate technology and strategy implementation have created significant business returns. The importance of ICT in supporting strategy thus cannot be underestimated. Especially with the shortening of the PLC, ICT will play an increasing role in defining the strategic basis of competitive advantage. Firms that have been able to harness the use of technology will be the firms that will emerge as survivors in the next shakeout. Technology
strategy, or strategic technology, whichever interpretation that may appeal to the firm, will be the imperative for tomorrow’s market place (Prasad, 2006).

Regarding image and credibility as an investment opportunity to the private sector, the study revealed that; partnership between NGOs and private sector helps to increase company reputation (Mean=4.8), through the partnership, the private sector clients gains trust in the company because public trusts NGOs more than it does companies (Mean=4.6), a company that partners with an NGO is seen as trustworthy and more credible in its attempts at CSR through this association (Mean=4.1), philanthropic activities lead to positive marketing (Mean=3.9), engaging in partnership brings to a company’s reputation a credible sense of commitment to social responsibility (Mean=3.7) respectively.

On financial sustainability as an investment opportunity to the private sector, study established that; the partnership helps in entering new markets and increasing long-term profits (Mean=4.8), socially networked firms in the long run, could outperform those which are not (Mean=4.6), NGOs facilitate a corporation’s approach to local consumption and production markets (Mean=4.1), knowledge and better understanding of market needs are the benefits of working with local NGOs (Mean=3.9), being in the localized sub-networks, NGOs understand the operation of the specific informal relationships that hold them (Mean=4.2) local institutional knowledge is “strategic and fundamental for economic and business success within the local business system (Mean=3.7) respectively.

With regards to CSR policy as part of a corporate strategy as an investment opportunity to the private sector, study established that; partnerships play a role in enhancing the quality of a company’s CSR policies (Mean=4.2), NGOs serve as a bridge between business partners and the communities in which corporations wish to be active (Mean=4.4), companies dedicated to CSR should view collaboration with NGOs as a means of implementing their business strategy (Mean=4.7), NGOs have access to community residents, and readily identify community needs, and are equipped with professional expertise to meet such needs (Mean=3.9) respectively.
This implies that the partnership between NGOs and private sector brings about improved image and credibility of the private sector, improved their profitability and improved their CSR policy as part of a corporate strategy.

On the investment opportunity derived by the NGOs from the NGOs and the private sector partnership, study established that; partnerships provide a source of funding independent of government funding (Mean=4.8), corporations bring to the partnership a sense of accountability and hard-nosed, result oriented attitude that is often lacking in their NGO counterparts (Mean=4.8), partnerships provide economic benefits to poor communities by creating jobs and transferring technology (Mean=4.6), the non-profit sector benefit from incorporating some efficiency standards inspired by corporate influence into its practices (Mean=4.6), alleviating poverty requires both collaboration and coordination from both NGOs and private sectors (Mean=4.1), business sector provides access to resources in research and development, experience and expertise in marketing support, distribution services, and outreach (Mean=4.1), an increasing number of NGOs are becoming businesslike, and partnership with corporations is a powerful instrument for these NGOs to develop a self-sustaining pattern of activities (Mean=3.9), such partnerships present an opportunity for NGOs to make their voices heard and to publicize their activities through the marketing of a collaborating company (Mean=3.9), non-profit sector gains in the areas of financial management and long-term planning (Mean=3.7) respectively.

The findings are similar to Miller, (2004) who argued that given NGO’s expertise in language, local issues and contact facilitation, this is surely an area which could lead to private sector engagement, especially with TNCs moving into a new market or seeking advice on the impact of a local factory in their supply chain (Miller, 2004).

Hart (2005) explains that firms desiring to tap into isolated, but potentially profitable, markets should aim to diversify their partners. He finds that successful strategies are ones that rely on nontraditional partners, including non-profit organizations, community groups, and local governments.
The findings are similar to Miller et al, (2004) who posits that NGOs possess both social capital and specific knowledge that is valuable, especially to TNCs. Partnerships provide a source of funding independent of government funding to the NGOs. One of the major problems for NGOs in acquiring private funding is that they usually lack direct contacts in the corporate world that would be a basis for potential donations. The more the investment opportunities that NGOs derived from the NGO-Private Sector Partnerships the higher the success rate of such partnerships (Hart, 2005).

The regression equation showed that all the four factors have a positive relationship with the dependent variable where, a unit increase in top management will lead to a 0.842 increase in partnership between NGOs and the private sector; a unit increase in investment opportunities will lead to a 0.752 increase in partnership between NGOs and the private sector, and a unit increase in technology will lead to a 0.705 increase in partnership between NGOs and the private sector.

From the findings, top management support (p≤0.001), investment opportunities (p≤0.012) and technology (p≤0.0321) has significant relationship with partnership between NGOs and selected private sector organization.

5.3 Conclusions

The study concludes that commitment by the top management affects the partnership between NGOs and the private sector. It further conclude that the top management’s commitment is major issue and the managers must exhibit their willingness to demonstrate power and loyalty to the partnership implementation process for it to succeed and not spare any effort to persuade the employees of their ideas for partnership between NGOs and the private sector.

In addition the study concluded that technology greatly affect partnership between NGOs and the private sector; where most partners should ensures proper reachable technology for the other partners, enhances technology of direct relationship with partners, and ensure there is efficient measuring and controlling of quantity and quality of information.
The study concluded that the partnership between NGOs and private sector brings about improved image and credibility of the private sector, improved profitability and improved private sector organizations’ CSR policy as part of a corporate strategy. On the other hand, the partnership between NGOs and private sector provided fund to the NGOs, improved NGOs accountability, as well as transferring technology to the NGOs from the corporate that was more advanced and mainstreamed.

5.4 Recommendations

The study recommends that the management of NGOs and the private sector should employ and deploy qualified and competent individuals to implement the partnership. Also the study recommends that NGOs and private sector institutions should employ monitoring/supervision mechanism, to enhance success rate of partnership. This will go a long way in improving the partnership between NGOs and the private sector.

The NGOs and the private sector should implement approaches such as effective reward management systems meant to enhance top manager’s commitment to performing their roles as well as incorporating lower ranks of employees in partnership design and implementation. The NGOs and the private sector should embark on staff empowerment through building their capacity towards equipping them with requisite skills needed in implementing partnership between NGOs and the private sector as it is a new concept.

5.5 Suggested areas for further research

A comparative study is recommended on critical factors affecting partnership between government and the private sector in Kenya. The study also recommend a thorough exploration of other factors that affect partnership between NGOs and the private sector since the current study indicated that top management commitment, investment opportunities and technology explain 84.3% of variance in partnership between NGOs and the private sector.
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71


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Hart, Stuart L. Capitalism at Crossroads. Upper Saddle River, NJ. Wharton School


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John *et al* (1998), in “Partners for Sustainability”


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UN Resolution Toward Global Partnerships 2011


APPENDIX I:

LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

Moses Kamande
University of Nairobi,
PO BOX 30197-00100
Nairobi

Dear sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN DATA COLLECTION

I am a master of project planning and management student at the University of Nairobi and in my final year of study. As part of the requirements for the award of the degree of Master of project planning and management, I am undertaking a research on “Factors influencing partnership between non-governmental organizations and private sector. A case of selected organisations in Nairobi”.

In this regard, I am kindly requesting for your support in terms of time, and by responding to the attached questionnaire. Your accuracy and candid response will be critical in ensuring objective research.

This is an academic research and confidentiality is emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you in advance

Yours Sincerely,

Moses Kamande
APPENDIX II:

QUESTIONNAIRE

Please read the instructions given and answer the questions as appropriately as possible. It is advisable that you answer or fill in each section as provided. Make an attempt to answer every question fully and honestly.

SECTION A: GENERAL INFORMATION

1. Gender [ ] Male [ ] Female

2. What is your age bracket?
   - 31 - 34 years [ ]
   - 35 – 40 years [ ]
   - 41 – 44 years [ ]
   - 45 – 50 years [ ]
   - Over 51 years [ ]

3. What is your highest level of education?
   - Master’s Degree [ ]
   - Bachelor’s Degree [ ]
   - Diploma Degree [ ]
   - PhD Degree [ ]
   - Higher national diploma [ ]
   - Others (specify) …………………………………………………………………………

4. How many years have you worked in this company/NGO?
   - Less than 2 year [ ]
   - 2-5 years [ ]
   - 6-10 years [ ]
   - 11 years and above [ ]

SECTION B: INFLUENCE OF TOP MANAGEMENT SUPPORT ON PARTNERSHIP BETWEEN NGOS AND THE PRIVATE SECTOR

7. To what extent does the level of commitment of top management support influence the success of partnership between NGOs and the private sector?
   - Very great extent [ ]
   - Great extent [ ]
   - Moderate extent [ ]
   - Less extent [ ]
   - Not at all [ ]
8. What is your level of agreement with the following statements that relate to the influence of top management support on partnership between NGOs and the private sector? 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree and 5 - Strongly Agree.

<table>
<thead>
<tr>
<th>Influence of top management support on partnership between NGOs and the private sector</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>The top management’s commitment to the partnership itself is the most important factor.</td>
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<tr>
<td>The top managers must demonstrate their willingness to give energy and loyalty to the partnership for it to succeed.</td>
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<tr>
<td>The managers must not spare any effort to persuade the employees of their ideas for partnership implementation to be effective.</td>
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<tr>
<td>Lack of top management backing is the main inhibiting factor</td>
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<td>Lack of manager’s commitment to performing their roles leads to the lower ranks of employees missing support and guidance and motivation</td>
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SECTION C: INFLUENCE OF TECHNOLOGY ON PARTNERSHIPS

12. To what extent does technology affect partnership between NGOs and the private sector?

   - Very great extent [  ]
   - Great extent [  ]
   - Moderate extent [  ]
   - Less extent [  ]
   - Not at all [  ]

13. To what extent do you agree with the following statements? Use a scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree and 5 - Strongly Agree.
Influence of technology on partnership between NGOs and the private sector

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>There is proper updating of partnership information</td>
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<tr>
<td>The organizations in partnership should ensure proper reachable technology for partners</td>
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<td>There is efficient measuring and controlling of quality and quantity of information</td>
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<td>The organization enhances technology of direct relationship with partners</td>
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<td>There is little technology involved in the partnership between NGOs and the private sector</td>
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<tr>
<td>Technology enables development of partnership between NGOs and the private sector</td>
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SECTION D: INFLUENCE OF INVESTMENT OPPORTUNITIES ON PARTNERSHIP BETWEEN NGOS AND THE PRIVATE SECTOR

14. Has the partnership between NGOs and the private sector brought any investment opportunities to your organization?
   Yes [ ]  No [ ]

15. To what extent has the possibility of investment opportunities influenced formation of partnership with NGOs/private Company?
   To a very great extent [ ]  to a great extent [ ]  To a moderate extent [ ]
   To a little extent [ ]  to no extent [ ]

16. To what extent do you agree with the following statements?

Use a scale where: 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.
## Investment opportunities derived by private sector from the NGO-Private Sector Partnerships

<table>
<thead>
<tr>
<th><strong>Image and credibility</strong></th>
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<tr>
<td>Partnership between NGOs and private sector helps to increase company reputation</td>
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<tr>
<td>Through the partnership, the private sector clients gains trust in the company because public trusts NGOs more than it does companies</td>
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<tr>
<td>A company that partners with an NGO is seen as trustworthy and more credible in its attempts at CSR through this association</td>
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<tr>
<td>Philanthropic activities lead to positive marketing</td>
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<tr>
<td>Engaging in partnership brings to a company’s reputation a credible sense of commitment to social responsibility</td>
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<tr>
<td>The potential for raising profits through ‘cause related marketing’ is great, especially with increasing consumer education</td>
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## Financial sustainability

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<tr>
<td>The partnership helps in entering new markets and increasing long-term profits</td>
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<tr>
<td>Marketing-oriented philanthropy contributes to the company’s bottom line and to society</td>
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<tr>
<td>Long-term profitability requires foreseeing the needs and demands of consumers in the future and working to create environments conducive to the continuation of business activities</td>
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<tr>
<td>Socially networked firms in the long run, could outperform those which are not NGOs facilitate a corporation’s approach to local consumption and production markets</td>
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<tr>
<td>Knowledge and better understanding of market needs are the benefits of working with local NGOs</td>
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<tr>
<td>Firms desiring to tap into isolated, but potentially profitable, markets should aim to diversify their partners</td>
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</table>
Successful strategies do not rely on nontraditional partners, including non-profit organizations, community groups, and local governments.

Local institutional knowledge is “strategic and fundamental for economic and business success within the local business system.”

Being in the localized sub-networks, NGOs understand the operation of the specific informal relationships that hold them together.

**Better CSR policy as part of a corporate strategy**

Partnerships play a role in enhancing the quality of a company’s CSR policies.

Involvement is best undertaken through working with local NGOs.

NGOs have access to community residents, and readily identify community needs, and are equipped with professional expertise to meet such needs.

Corporate managers find that NGOs have the capacity to propose innovative ways to solve social problems that are useful to their company.

NGOs serve as a bridge between business partners and the communities in which corporations wish to be active.

Partnership with NGOs is an important element in establishing company’s own identity in society and improving their corporate governance.

Companies dedicated to CSR should view collaboration with NGOs as a means of implementing their business strategy.

17. To what extent do you agree with the following statements? Use a scale where: 5-To a very great extent, 4-To a great extent, 3-To a moderate extent, 2-To a little extent, and 1-To no extent.

<table>
<thead>
<tr>
<th>Investment opportunities derived by NGOs from the NGO-Private Sector Partnerships</th>
<th>1</th>
<th>2</th>
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<tr>
<td>Partnerships provide a source of funding independent of government funding</td>
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<tr>
<td>Partnerships provide economic benefits to poor communities by creating jobs and transferring technology</td>
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<tr>
<td>Alleviating poverty requires both collaboration and coordination from both NGOs</td>
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and private sectors

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<th>and private sectors</th>
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<tbody>
<tr>
<td>Such partnerships present an opportunity for NGOs to make their voices heard and to publicize their activities through the marketing of a collaborating company.</td>
</tr>
<tr>
<td>Non-profit sector gains in the areas of financial management and long-term planning.</td>
</tr>
<tr>
<td>Corporations bring to the partnership a sense of accountability and hard-nosed, result oriented attitude that is often lacking in their NGO counterparts.</td>
</tr>
<tr>
<td>The non-profit sector benefit from incorporating some efficiency standards inspired by corporate influence into its practices.</td>
</tr>
<tr>
<td>Business sector provides access to resources in research and development, experience and expertise in marketing support, distribution services, and outreach.</td>
</tr>
<tr>
<td>An increasing number of NGOs are becoming businesslike, and partnership with corporations is a powerful instrument for these NGOs to develop a self-sustaining pattern of activities.</td>
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</table>

**Thank you for your time and participation**
**APPENDIX III**

**TABLE FOR DETERMINING SAMPLE SIZE FOR A GIVEN POPULATION**

<table>
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</table>

*Note:  
"N" is population size  
"S" is sample size.*

*Source: Krejcie & Morgan, 1970*