SOCIAL MEDIA AS A COMMUNICATION TOOL FOR NON GOVERNMENTAL

ORGANIZATIONS IN NAIROBI

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K50/ 80264/2012

RESEARCH PROJECT REPORT PRESENTED TO UNIVERSITY OF NAIROBI,

SCHOOL OF JOURNALISM AND MASS COMMUNICATION, AS PARTIAL

FULFILLMENT OF DEGREE IN MASTER OF ARTS (COMMUNICATION STUDIES)

NOVEMBER 2014

DECLARATION

STUDENT'S DECLARATION

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

_____   _____

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SUPERVISOR'S DECLARATION

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

_____

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ACKNOWLEDGEMENTS

DEDICATION

I dedicate this project to my lovely wife Jacqueline Odongo and daughter Hawi Seje. You give me the motivation to wake up every morning. I also dedicate this to my ever present parents Joel Omino and Cerina Omino. You taught me the value of honesty, commitment and hard work and Philip Ogolla and the late Lenin Ogolla for demonstrating to me what passion and selflessness is in the line of service.

God bless you.

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ACRONYMS AND ABBREVIATIONS

Blogs-Short form of web logs

CA-Communications Authority of Kenya

PEOU- Perceived Ease of Use

PU- Perceived Usefulness

IS-Information System

IT-Information Technology

NGO-Non-Governmental Organizations

SNS-Social Networking Sites

SPSS-Statistical Package for Social Science

TAM-Technology Acceptance Model

ABSTRACT

Social media has become a global phenomenon. Nongovernmental organizations (NGOs) have adopted social networking sites such as Facebook, Twitter and Instagram use at the organizational level for communication, advocacy, fundraising, online community building and various other function. To enhance understanding of how NGOs use social media as a communication tool and its level of integration, this study examines the social media presence and the extent to which is integrated to the overall communication strategy of 100 NGOs in Nairobi County. The analysis reveals all the sampled NGOs have social media presence. Facebook is the most popular site with information sharing being the most popular Function. In most of the NGOs, staffs with other responsibilities manage these sites and only a minority have a dedicated budget for social media. The adoption of social media by NGOs appears to have brought with it a new model of public engagement.

1.0 CHAPTER ONE: INTRODUCTION

The last decade witnessed an explosion in the embracing of social media applications among varied communities of Internet users (Ostrow, 2010). Boyd and Ellison (2007) point out that social media platforms such as Twitter, Facebook, blogs, RSS, and wikis are now part and parcel of Internet users' day to day communication and a large number of organizations have a considerable presence in the various platforms to continue engaging with their audiences.

Before this explosion, non-profits had been relying majorly on traditional digital media and other channels to communicate with their core stakeholders and general publics. This was largely done through the use of emails/mailing list, email newsletters, websites, word of mouth, brochures, publications, radio and television to update their audience.

The emergence of social media has revolutionized how the nongovernmental organizations (NGOs) communicate with their audience. Statistics around the world show that many organizations have embraced the use of social media to reflect the global shift with the employment of different platforms for specific audiences and to meet varying objectives.

Numerous surveys have been carried out on how organizations use social media world over (Sussman, 2007). Epic Change raised KShs 935,000 in just 48 hours to build classrooms in Tanzania. "Dollar for Darfur" raised KShs 12,750,000 in 2007. This is a group of students on Facebook with over 5,000 members. Oxfam America created a photo petition campaign on Flickr to pressure Starbucks to give poor Ethiopian coffee farmers a chance to earn more profits (Rigby, 2008).

Project art organization conducted a survey from May 30th to July 20th 2012 and found out that in America, 99% of organizations use Facebook, 74% use twitter, 67% YouTube, 38% Flicker and most used at least four different platforms. Among the functions they employed on the use of Social Networking Sites (SNS) were; engaging with their audience members either, prior to, during or after events, 82% monitored what people said about them, some used them to learn more about their audience, patrons and stakeholders and some used SNS to get feedback of ideas from public. Fundraising was also prominent in most of the organizations studied.

1.1 Internet Penetration and Social Media Usage

According to Socialmediatoday, 85 percent of the world population has internet access and the rate of growth for mobile is 530+ Million (5% year over year). Moreover, the number of social media users around the globe has risen 18% in 2013. Nearly 25 percent of people in the world now use social media. Africa (with 129%) and Asia (76%) show the largest percentage increase in internet usage. At the end of 2013 there will be more social network users in Asia, Latin America, Middle East and Africa.

Communications Authority of Kenya (CA) report (2013) indicates that: there was a 64.2% mobile phone penetration. It is interesting to note that there were 21.2 million internet users and 99% of this group accessed the internet through their mobile phones. The report further states that there are 13.1 million Internet Subscriptions in Kenya.

 In the social media scene, there is a total of 1.8 million Facebook Users in Kenya, out of which 63% are male users and 37% are female users Twitter- Users 70, 000 Confirmed 6 months ago.

Kenya is viewed to have a robust civil society that has shaped the direction our country has taken over the last two decades. Organizations dealing with human rights related issues, good governance, environment, humanitarian projects and various other sectors have continuously worked towards improving living conditions for Kenyans. Many of them employing various communication channels to meet their organizational goals and currently social media as a communication tool.

This study seeks to find out how these organizations have integrated and employed social media as a communication tool.

1.2 Statement of the problem

The overall research problem to be addressed in this study is examining the use of social media as a communication tool by Non-Governmental Organizations (NGOs) in Nairobi.

Social media is a powerful communication tool. It is growing in popularity and has been embraced by many people across the globe. It offers great potential as a platform for communication for various organizations. The corporate world has largely adopted social media and use it for specific purpose and measures its impact to their businesses in terms of return on investment.

The use of social media by non-profits to help in realizing their organizational goals could be beneficial; however, the changes that social media has presented in how nonprofits are communicating to its public is so rapid that many organizations and social media strategists are struggling to adjust and thus not fully employing this platform to their advantage.

The study will explore the social media phenomena and try to explain its level of adoption and use as a communication tool by NGOs in Nairobi.

1.3 Research Objectives

This study sought to:

i. To investigate the extent to which NGOs in Nairobi have adopted social media use.

ii. To establish how NGOs are using social media as a communication tool.

iii. To determine the effectiveness of social media as a communication platform.

1.4 Significance of the study

Outcomes of this study will help fill the knowledge gap that exists on the impact of social media on organizations in Kenya, help the organizations to properly utilize the possibilities that social media offer and lastly aid such organizations in improving on their existing social media policy and strategy or develop new ones where none existed.

1.5 Justification of the study

Social media has become a significant tool that most organizations use together with other approaches to achieve organizational goals. A thorough understanding on how best it can be employed is critical.

Scope: This study focused on NGOs based in Nairobi County.

1.6 Definition of terms

Social media: Social media are new information network and information technology using a form of communication utilizing interactive and user-produced content, and interpersonal relationships are created and maintained. Typical social media network services could be content sharing, web communities, and Internet forums (Helsinki 2010).

Jacka and Scott (2011) contend that it can be said that social media is the set of Web-based broadcast technologies that enable the democratization of content, giving people the ability to emerge from consumers of content to publishers.

According to Heidi (2005), Social Media are the platforms that enable the interactive web by engaging users to participate in, comment on and create content as means of communicating with their social graph, other users and the public. Social media has the following characteristics:

1. **Encompasses wide variety of content formats including text, video, photographs, audio, PDF and PowerPoint. Many social media make use of these options by allowing more than one content alternative.**

2. **Allows interactions to cross one or more platforms through social sharing, email and feeds.**

3. **Involves different levels of engagement by participants who can create, comment or lurk on social media networks.**

4. **Facilitates enhanced speed and breadth of information dissemination.**

5. **Provides for one-to-one, one-to-many and many-to-many communications.**

6. **Enables communication to take place in real time or asynchronously over time.**

7. **Is device indifferent. It can take place via a computer (including laptops and netbooks), tablets (including iPads, iTouch and others) and mobile phones (particularly smartphones).**

8. **Extends engagement by creating real-time online events, extending online interactions offline, or augmenting live events online.**

1.7 Common forms of social media:

Social Networks - **Boyd and Ellison (2008) stretches the definition of social networks by saying that these are: '... web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site.' Currently, Facebook and LinkedIn are the most popular social networks.**

Bookmarking Sites - **Services that allow you to save organize and manage links to various websites and resources around the Internet. Most allow you to "tag" your links to make them easy to search and share. The most popular are Delicious and StumbleUpon**

Social News - **Services that allow people to post various news items or links to outside articles and then allows its users to "vote" on the items. The voting is the core social aspect as the items that get the most votes are displayed the most prominently. The community decides which news items get seen by more people. The most popular are Digg and Reddit.**

Media Sharing - **Services that allow you to upload and share various media such as pictures and video. Most services have additional social features such as profiles, commenting, etc. The most popular in Kenya are YouTube and Instagram.**

Microblogging - Services that focus on short updates that are pushed out to anyone subscribed to receive the updates. The most popular is Twitter.

Blog Comments and Forums - Online forums allow members to hold conversations by posting messages. Blog comments are similar except they are attached to blogs and usually the discussion centers around the topic of the blog post. Popular blogs in Kenya include: ghafla.co.ke and Kenya-post.com

The categorization of the six platforms of social media is not fixed. Overlaps between one or more do occur, for instance: you can categorize status updates on Facebook as microblogs and, Flickr and YouTube have comment systems similar to that of blogs.

2.0 CHAPTER TWO: LITERATURE REVIEW

In the previous chapter, an introduction and background into the study as well as the overall purpose and research questions were presented. This chapter presents a review of literature relating to the objective of the study.

2.1 Organizational Communication and its Functions

Organizational communication is central to and has a direct bearing on all activities, performance, the success and the future of every organization. Organizational communication is both internal and external. It is what guides the employees towards defining and achieving organizational goals and objectives. (Sinha & Reddy, 1991).

At the same time, it is crucial in attracting the target groups, in fashioning messages that can be adopted to the audiences' specific needs. Along with these, organizational communication exists in the strategies, in the mission, in the vision, in the values and culture of each corporation (Torrington & Hall, 1995). For this reason, organizations in all fields of operation should be aware of their own communication.

C. van Riel opines that: corporate communication is "an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent" (Theaker, 2004).

This interpretation suggests that organizations can only be successful if their internal and external communications are informed by their stakeholders' needs (Krizan et al., 2011).

Generally speaking, internal communication involves all the communicative activities and interactions that take place with an organization, across cadres and that constant engagement that helps in the flow of information, team building process, values and organizational culture and helps in the achievement of the organizational goals. (Berger, 2009).

External communication, on the other hand, is intended for the population the organization serves (Juris, 2004). Its main function is to establish and maintain connections with customers, stakeholders (Stuart et al., 2007), with institutions, (government) agencies, administrative offices or other organizations (Juris, 2004).

2.2 Earlier Channels of Communication Used by NGOs

Before the digitization of the communication process, organizations employed traditional channels of communication to engage their audiences. This was done through: print publications, newsletters, press releases, community forums, film and documentaries, radio programs and advertisements. The advent of the World Wide Web and to be precise Web 1.0 provided a paradigm and technological shift on how organizations carried out communication functions due to its (McQuail, 2005) interactivity, accessibility, multiplicity of use and open ended character; user as senders and/or receivers. This brought with it the use of emails, electronic newsletters, mailing lists and use of websites. Organizations had to shift technological gears in terms of adopting and utilizing the possibilities that came with Web 2.0

2.3 Web 2.0

In the year 2004 at a discussion that set to forecast the potential that that the web had for the future, Dale Dougherty- the vice president of O'Reilly, officially coined the term 'Web 2.0' (O'Reilly, 2005a). This term denotes the technological shift in the use of World Wide Web and Web design that has greatly enhanced creativity, secure information sharing, increased collaboration, and has improved the functioning of the Web as we know it (Web 1.0).

Even though Web 2.0 may sound like it is a new version of the World Wide Web, it does not refer to any actual alteration in technical specifications, but rather to adjustments in the ways software developers and end-users utilize the Web. This shift can be characterized as the evolution of Web use from passive consumption of content to more active participation, creation and sharing.

Web 2.0 Websites allow users to do more than just retrieve information. Now users can build on the interactive facilities of Web 1.0 to provide "network as platform" computing, allowing users to run software-applications entirely through a browser. Users are able to co-author the data on a Web 2.0 site and exercise control over it. These sites have an "architecture of participation" that encourages users to add value to the application as they use it. This stands in contrast to traditional Websites, which limit visitors to passive viewing and whose content only the site owners can modify.

These have led to the development and evolution of Web-based communities and hosted services, such as social-networking sites (i.e. Facebook, MySpace), video sharing sites (i.e.

YouTube), wikis, blogs, etc. Web 2.0 Websites also include some of the following features: Search, links, authoring, tags, extensions, signals (Aldebert, et al., 2011).

2.4 Social Media

Kaplan and Haenlein (2010) define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content." This definition pertains to a broad range of digital tools such as: social networking, blogs, wikis, social tagging, and bookmarking, etc. (Hansen et al., 2011) but the key shared factor is that users are able to interact with digital tools and content and may author their own responses and opinions.

The first publicly popular SNS, SixDegrees.com, was launched in 1997. It allowed user to create their personal profiles online and engage with a list of friends (Boyd & Ellison, 2007). A number of other communication platforms using the web 2.0 technology came up in the following decade. This included: the blogging platforms, Live Journal and Blogger (1999), the web based encyclopedia 'Wikipedia' was launched in 2001, the social bookmarking service Delicious (2003), the SNSs MySpace (2003) and Facebook and Twitter-microblogging service joined the ever increasing platform in 2004. As adoption of these technologies increased, social media 'quickly dropped the tech-savvy tag and become mainstream (Shirky, 2008).

2.5 How Non Profit Organizations Use Social Media

On a broader perspective, social media has widened the spectrum of communication and enhanced interpersonal engagement, interactivity, and dialogue that are qualitatively different from what traditional media offered. Therefore, it would be rational to deduce that social media harbors a considerable potential as an organizational communication

platform. Prior studies (Lovejoy & Saxton, 2013) established that non profits use microbligging sites for three main functions: Information, Community and action. This function was used to relay information about organization's activities, highlights from events, or any other news, facts, reports or information relevant to an organization's stakeholders. In the effort of building communities, organizations use social media to interact, share and converse with stakeholders. And lastly, in the Action function, organizations used the microblogging function to rally their followers to 'do something' for the organization. This is the most tangible, outcomes-oriented manifestation.

Social media & fundraising, activism advocacy, disaster management, community engagement etc

2.6 Social Media Accessibility in Kenya

The technological and infrastructural advancement have enhanced the progression of data/internet access in the Kenya. According to Sector Statistics Report Q2 2013-14, there was a 13 percent growth in internet subscription and now it stands at 13.1 million subscribers. Out of this figure, 99 percent are mobile subscriptions. Similar to the growth trend observed in data/internet subscriptions, the number of estimated internet users increased by 11.0 percent during the quarter under review to record 21.2 million users up from 19.1million users estimated in the previous quarter. A similar proportion of growth of 11.6 per cent was registered during the same period of the previous year. The internet penetration rate now stands at 52.3 percent with highest concentration rates in urban areas.

On the social media front, Kenya has 1.8 million Facebook users and has the second most active twitter users after South Africa.

2.7 Theoretical Framework

2.7.1 Technology Acceptance Model

Background: origin and overview of TAM

The Technology Acceptance Model (TAM) was proposed by Davis in 1989. It has been embraced by many Information System researchers (IS) and thus it is widely used in explaining computer-usage behavior and factors associated with acceptance of technology. According to this theory, information system usage behavior is predominately explained by behavioral intention that is formed as a result of conscious decision-making processes. Behavioral intention, in turn, is determined by two belief factors, namely, perceived usefulness (PU) and perceived ease of use (PEOU). By manipulating these two factors, system developers can have better control over users' beliefs about the system, and subsequently, their behavioral intention and

usage of the system.

Dillon and Morris (1998) defined technology acceptance as "the demonstrable willingness within a user group to employ information technology (IT) for the tasks it was designed to support". The dominant themes in research focus mainly on instrumental influences, which investigate acceptance decisions involving beliefs as to how using technology will result in objective improvements in performance (Thompson, et al., 2006). Thompson et al. argued that this approach may have had a limiting effect on technology research and broadened their research to include concepts related to non-instrumental influences on technology acceptance. The TAM suggests that perceived usefulness (PU) and perceived ease of use (PEOU) determine an individual's behavioral intention to use (BIU) a system. Hu et al. (1999) suggested that many factors influence initial acceptance of technology, but

fundamental determinants (e.g. perceived ease of use and perceived usefulness) play a greater role in continued acceptance.

TAM presumes that behavioral intention is formed as a result of conscious decision making processes (Venkatesh, et al., 2003). The model specifies three belief factors that are salient in the context of information technology usage and acceptance: perceived usefulness (PU), perceived ease of use (PEOU), and attitude towards usage (ATU) (Ajzen & Fishbein, 2000; Davis, 1989). Perceived usefulness (PU) is defined as "the degree to which a person believes that using a particular system would enhance his or her performance" (Davis, 1989). Perceived ease of use (PEOU) refers to "the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989). Perceived usefulness and perceived ease of use can be considered as cognitive factors. Attitude towards usage (ATU) refers to the "the degree to which an individual evaluates and associates the target system with his or her job" (Davis, 1993). Attitude towards usage has been identified as a factor that guides future behavior or the cause of intention that ultimately leads to a particular behavior. In TAM, attitude towards usage is referred to as the evaluative effect of positive or negative feeling of individuals in performing a particular behavior (Ajzen & Fishbein, 2000).

2.7.2 Relevance of the theory to the research topic

This study seeks to determine to the use of social media as a communication tool by NGOs within the frameworks of TAM and its extensions. The theory has been widely used in social media related studies because: social media is a new end user information systems derived from an information technology innovation, this model can also help us predict the likelihood of a new technology being adopted within a group of individuals or

organizations. The research will examine the use of social media in these institutions along the lines of its : perceived usefulness, perceived ease of use, social pressure, perceived enjoyment and fun as well as the perceived complexity of social media usage and acceptance among the non profits in Nairobi county.

3.0 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter briefly outlines the methodology used while undertaking the study. The chapter highlights the research design, area of study, population, sampling procedure, data collection methods and instruments and data presentation and analysis.

3.2 Research Design

The research was a descriptive survey. It aimed to find out how NGOs in Nairobi use social media as a communication, its level of integration and perceived usefulness. Descriptive design is design that is appropriate where the researcher is fairly knowledgeable about the key aspects of a phenomenon but has little knowledge regarding their characteristics, nature or details.

Gay, as cited in Mugenda and Mugenda (1999) defines descriptive research as a process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subjects under study.

The researcher administered questionnaires and carried our key informant interviews to investigate the opinions of players involved. A review of the findings was undertaken and results reported.

3.3 Study Population

In this study the population consisted of registered nongovernmental organizations in Nairobi. According to the NGOs Coordination Board, there are 1226 registered NGOs in Nairobi County. These NGOs operate in 43 different sectors.

3.4 Sample and Sampling Procedure

Sampling allows researchers to reduce the amount of cases that they have to include in their studies. There are two broad types of sampling, probability (random) and non-probability (non-random) (Saunders, et al., 2009). This research utilized stratified random sampling.

The sample for this study was drawn from the registered NGO population in Nairobi County. Out of the 1226 NGOs, 100 sample NGOs was drawn from across seven broad categories due to budgetary and time limits.

3.5 Data Collection

The data was collected between July 6 and September 30, 2014 using a questionnaire. The questionnaire was in both electronic and paper versions. The questionnaire was pre-tested among five NGOs and necessary adjustments were made to clarify some questions that had earlier proved ambiguous. The online version of the questionnaire was in form of a Google document while the paper version was administered at the sample organizations' offices. The questionnaires primarily targeted communications officers but in the event that an organization did not have such position then the next most suitable person was allowed to complete it.

3.6 The instrument

The questionnaire comprised 20 questions that elicited both quantitative and qualitative data. This was a purposeful effort aimed at collecting rich data. The qualitative questions gave the respondents room to give their view and furnish the research with richer responses as opposed to the predetermined responses given by the research in the closed ended questions. Follow up questions gave room for collection of qualitative answers.

3.7 Key Informant Interviews

Key informant interview refers to getting information from an individual who is considered to be particularly knowledgeable about the topic of interest. We carried out three semi-structured face to face interviews to seek insights and ask questions about social media use by NGOs in Nairobi with three leading social media strategist. We used this method to qualify the findings we obtained from the questionnaire and also due to limited published documents on our subject.

3.8 Data Analysis and Presentation

This involved the preparation of data collected into useful, clear and understandable information. This was carried out through coding, editing and tabulation. The data collected from the field was processed and analyzed into meaningful and relevant information. It was then assigned percentages to help in analysis. Statistical Packages for Social Science (SPSS) version 12 was used to analyze the primary data collected. Visual representation such as frequency tables, bar graphs and pie charts were used.

4.0 CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter provides data analysis, presentation and interpretation of the findings. The results and findings of the study were based on the research objectives. The purpose of this study was to evaluate social media as a communication tool for NGOs in Nairobi. The study also sought to investigate the extent to which NGOs in Nairobi have adopted social media use; to establish how NGOs are using social media as a communication tool and to determine the effectiveness of social media as a communication platform.

The sample size of this study was 100 registered NGOs in Nairobi County. Out of the 100 NGOs, 73 filled and returned their questionnaires. This gives a 73% response rate. According to Cooper and Schindler (2003), 50% is adequate for analysis and reporting and response rate of 70% and over is excellent.

4.2 General Information

The general information of this study included the areas of operation for sample the NGOs, job title, age and gender of the respondents.

4.2.1 Area of Operation

The respondents were asked to indicate their geographical areas of operation. The results are presented in figure 4.1 below.
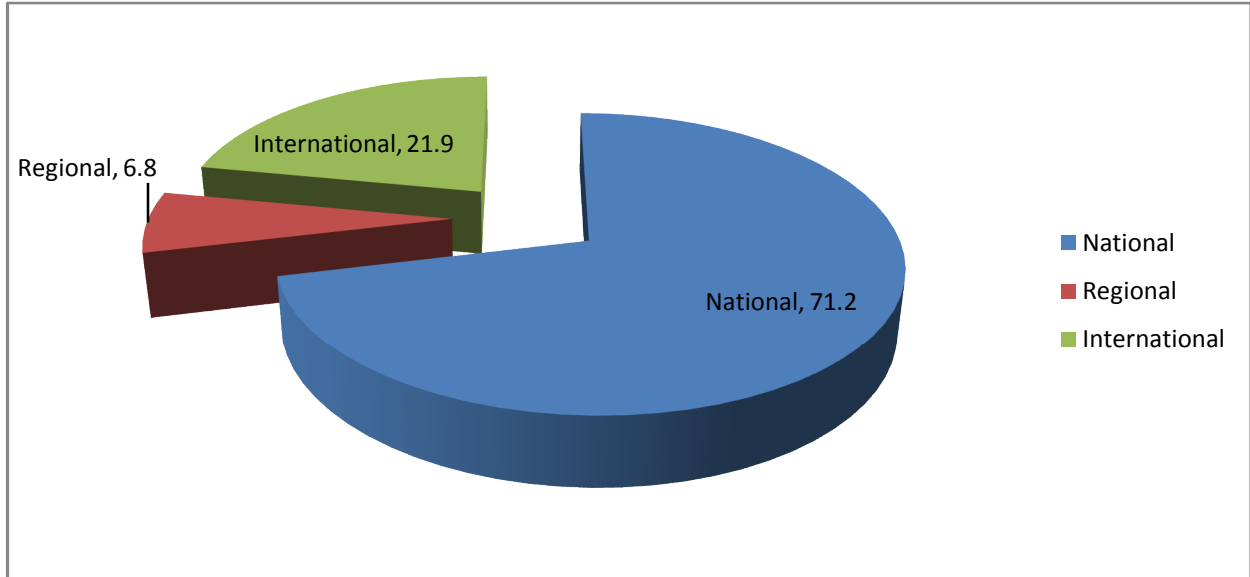
Figure 4.1: Area of Operation

From the findings, 71.2% of the respondents indicated that their organization was operating nationally, 21.9% indicated that their organization was operating internationally and 6.8% indicated that their organization was operating regionally. These findings show that most of the NGOs involved in this study were operating nationally.

4.2.2 Respondents' Job Title

The respondents were also asked to indicate their job titles. From the findings, some of the respondents indicated that they were operation managers and others indicated that they were program officers, programs specialists, administrators, administrative assistants, chief communications officers, communication assistants, regional coordinators, ICT officers, librarians, policy managers, receptionists and school managers.

4.2.3 Age of the Respondents

The respondents were further asked to indicate their age. The results are shown in table 4.1 below.

Table 4. 1: Age of the Respondents

	N	Minimum	Maximum	Mean	Std. Deviation
Age	73	20.00	48.00	28.6575	4.50684

From the findings, as shown in table 4.1 above, the respondents had an average age of 28.65 years with a standard deviation of 4.50684. The youngest person was 20 years old and the eldest person was 48 years old. This shows that the respondents were youthful people and hence they understood and used social media regularly.

4.2.4 Gender of the Respondents

The respondents were further requested to indicate their gender. The findings are shown in figure 4.2 below.
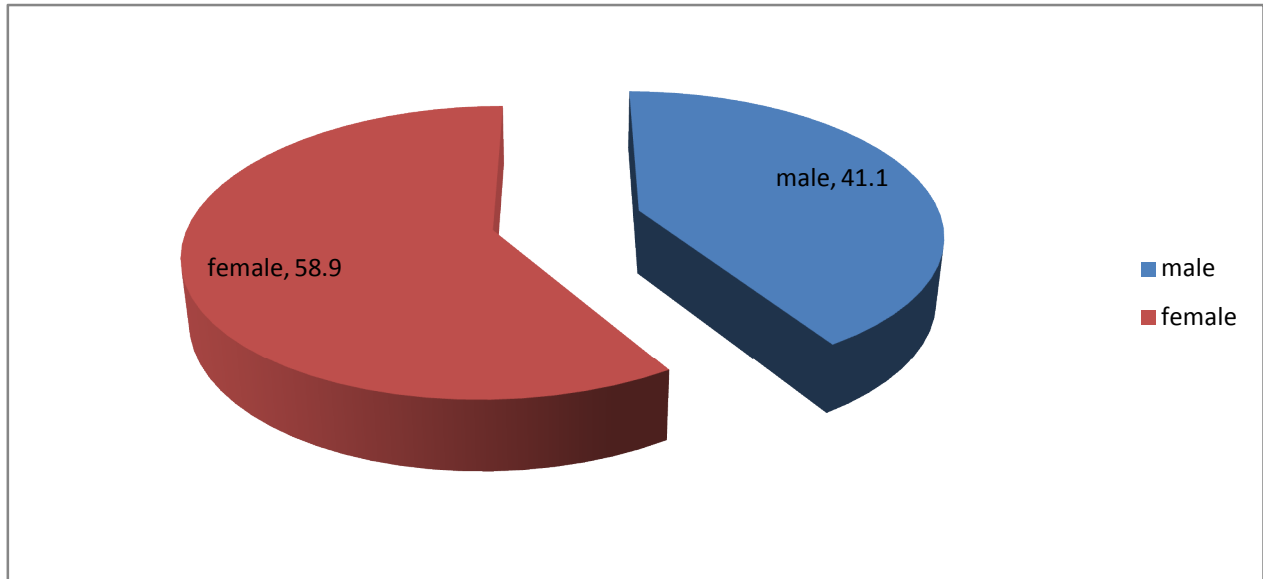
Figure 4. 2: Gender of the Respondents

According to the findings, 58.9% of the respondents indicated that they were female while 41.1% indicated that they were male. This clearly shows that more women occupied communications related positions in NGOs than men.

4.3 The extent to which NGOs in Nairobi have adopted social media

The first objective of this study was to investigate the extent to which NGOs in Nairobi have adopted social media use.

4.3.1 Use of Social Media for Work Purposes

Boyd and Ellison (2007) opine that, one of the reasons the use of social media is appealing to NGOs are the opportunities for building online and real world social networks. While some online social networks strive to represent real-world social groups, others have formed as ways of connecting people with similar interests who may never have met in real

life. The respondents were requested to indicate whether their organizations used social media for work purposes. The results are shown in figure 4.3 below.

No, 0

Yes, 100

- Yes
- No
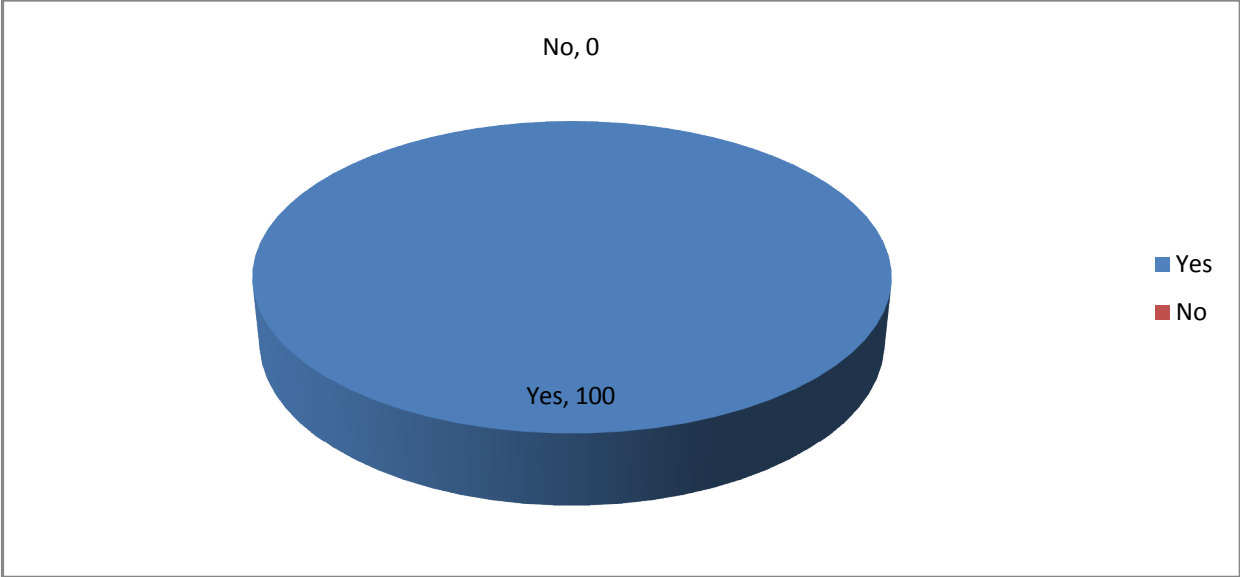
Figure 4. 3: Use of Social Media for Work Purposes

According to the findings, 100% of the respondents indicated that their organizations were using social media for work purposes. From these findings, we can deduce that NGOs in Nairobi have embraced social media as an important communication tool.

4.3.2 Duration of Social Media Usage

The respondents were also asked to indicate for how long their organizations had been using social media. The results are shown in figure 4.4 below.
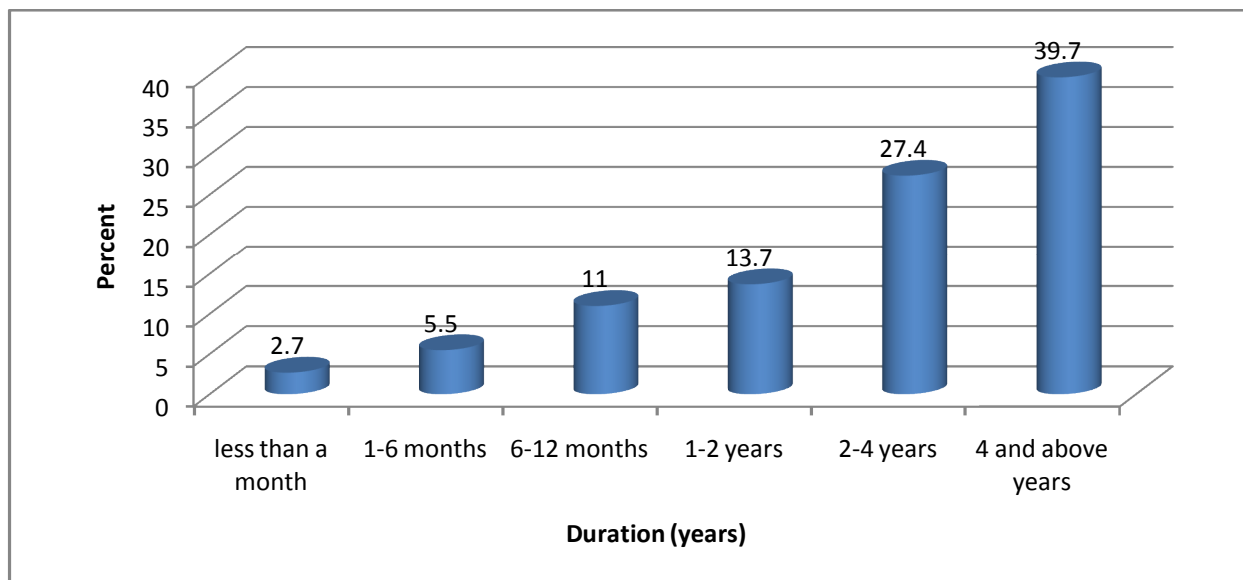
Figure 4. 4: Duration of Using Social Media

From the findings, 39.7% of the respondents indicated that their organizations had been using social media for 4 years and above, 27.4% indicated for between 2 and 4 years, 13.7% indicated for between 2 and 4 years, 11% indicated for between 6 and 12 months, 5.5% indicated for between for between 1 and 6 months and 2.7% indicated for less than a month. This clearly shows that most of the NGOs in Nairobi were not among the 'early adopters' but the trend changed once social media became a global phenomenon.

4.3.3 Increasing Frequency of Use of Social Media

The respondents were asked to indicate whether they felt that their organizations should use social media more on its day to day operations. The results are shown in figure 4.5 below.
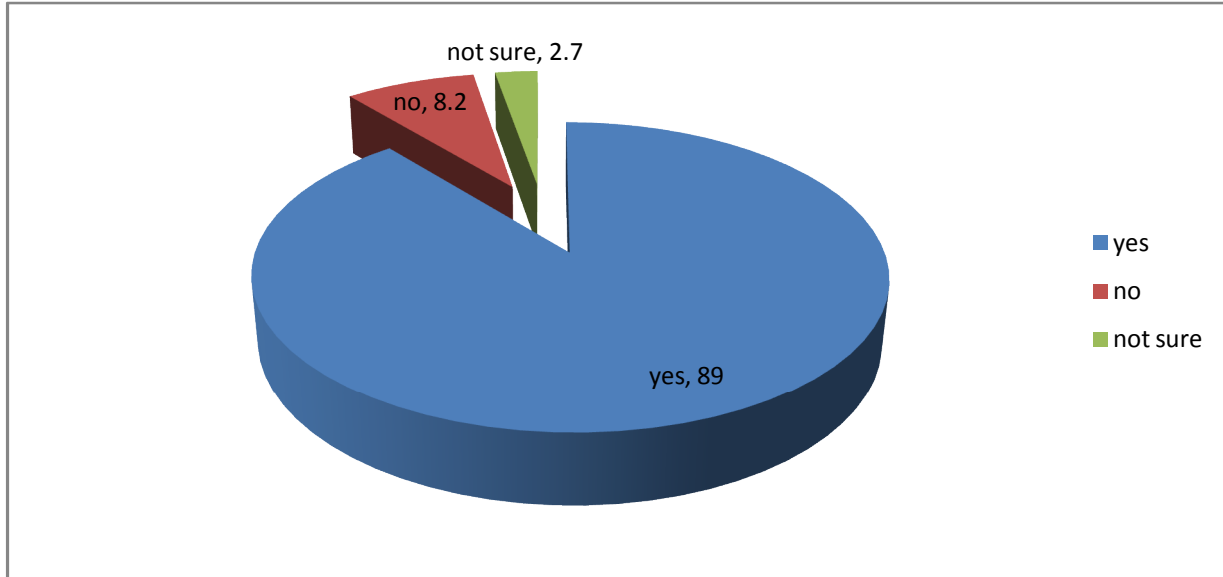
Figure 4. 5: Increasing Frequency of Use of Social Media

From the findings, 89% of the respondents indicate that NGOs should use social media more on their day to day operations, 8.2% disagreed and 2.7% indicate that they were not sure. From these findings we can deduce that NGOs should use social media more on their day to day operations.

4.3.4 Reasons for not Using Social Media More Often

The respondents were asked to indicate why their organizations were not using social media more often. The results are show in table 4.2 below.

Table 4. 2: Reasons for not Using Social Media More Often

	Frequency	Percent
lack of resources	33	45.2
usefulness	28	38.4
lack of knowledge	12	16.4
Total	73	100.0

According to the findings, 45.2% of the respondents reported that the reason why they were not using social media often was due to lack of resources, 38.4% indicated due to perceived usefulness and 16.4% indicated its due to lack of knowledge. From these findings we can deduce that the main reason why some NGOs were not using social media was due to lack of resources.

4.3.5 Social Media Strategy in Place

The respondents were asked to indicate whether their organizations had a social media strategy in place. The results are shown in figure 4.6 below.
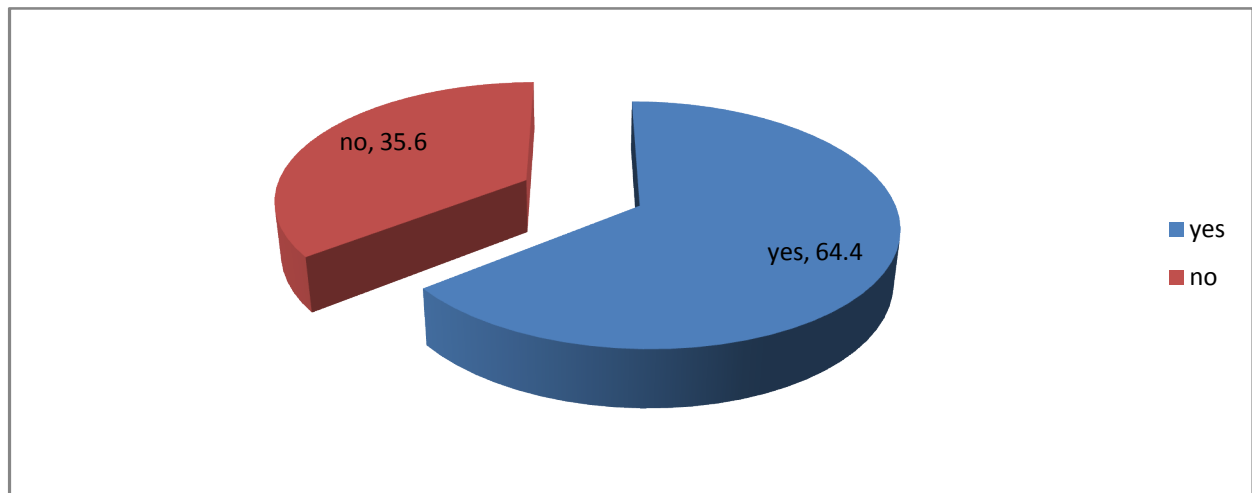

Figure 4.6: Social Media Strategy in Place

From the findings, 64.4% of the respondents reported that their organizations had a social media strategy in place while 35.6% did not have. From these findings we can deduce that most of the NGOs had a social media strategy in place.

4.3.6 Management of Social Media Accounts

The respondents were further asked to indicate who manages their organizations' social media accounts. The results are shown in table 4.3 below.

Table 4. 3: Management of Social Media Accounts

	Frequency	Percent
full time staff	31	22.8
staff with other responsibilities	36	69
volunteer	2	2.7
anybody	4	5.5
Total	73	100.0

From the findings, as shown in table 4.7 above, 69 % of the respondents indicated that staff with other responsibilities were managing their organizations' social media accounts, 22.8% indicated that their organizations' social media accounts were management by full time staff, 5.5% indicated by anybody and 2.7% indicated by volunteers. From these findings we can deduce that in most NGOs that staff with other responsibilities were managing their organizations' social media accounts. In most cases managing of these accounts was a minor role.

4.3.7 Integration of social media use in the overall communication strategy

The respondents were also asked to indicate whether their organizations had integrated social media use in their overall communication strategy. The results are shown in figure 4. below.
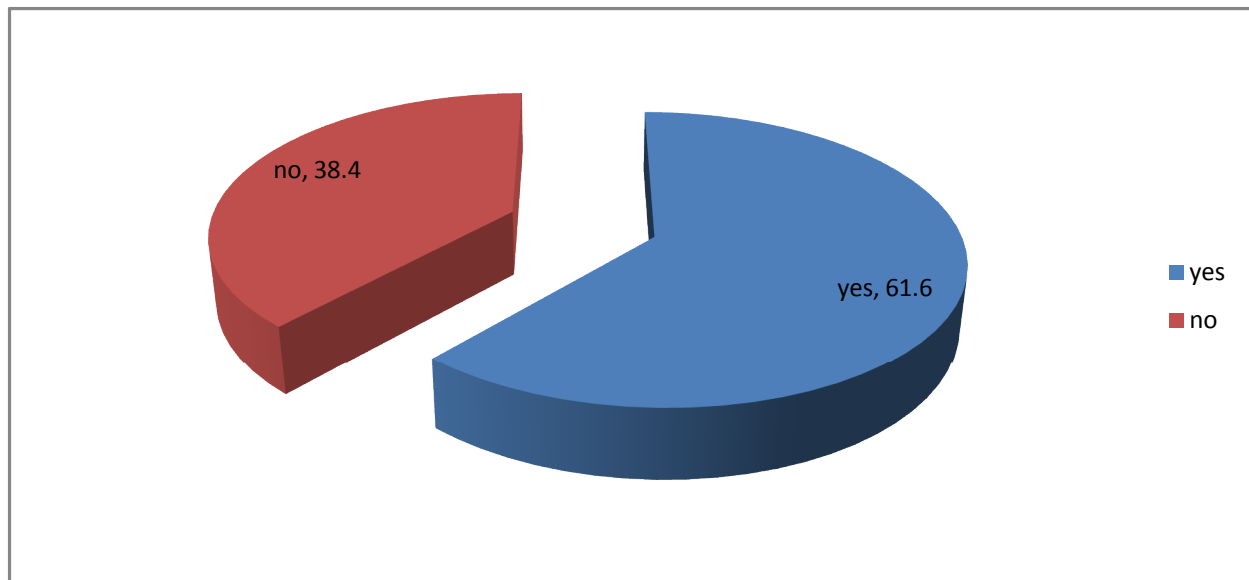
Figure 4. 7: Integration of social media use in the overall communication strategy

From the findings, 61.6% of the respondents reported that their organizations had integrated social media use in their overall communication strategy while 38.4% disagreed. From these findings we can deduce that more organizations had integrated social media use in their overall communication strategy.

The respondents were also asked to indicate how their organizations had integrated social media use in the overall communication strategy. From the findings, the respondents indicate that their organizations had linked different social media platforms with their website to reach a wider audience. The respondents also indicated that target for the social

media activities are clearly stipulated in the key result areas for the organizations communications department and the social media is included in key chapters of the strategy such as: audience mapping, channel branding and messaging. The respondents further indicated that the aspect of social media is considered as an integrals part of the overall communication enhancing strategy in line with the current trends of digital communication.

The respondents also indicated that their organizations use social media as a powerful communication tool for informing different stakeholders and during fundraising and general information giving for those who do not know them. Others indicated that through social media their organizations are able to communicate with people who are interested in using our organization and answer any queries they may have. In addition, through social media, they are able to respond to the various clients interested in our services and assist them where necessary. Lastly, the respondents indicated that social media is imperative for our community involvement; getting everyone we can to be engaged as possible in our mission, goal and objectives.

4.4 Use of Social Media as a Communication Tool in NGOs

The second objective of this study was to establish how NGOs are using social media as a communication tool. A key insight found in the individual-level schemes, in the existing organizational-level studies on website utilization (e.g., Kang & Norton, 2004; Kent et al., 2003; Waters, 2007), and in the broad findings of the existing organizational-level social media studies (Jansen et al., 2009; Waters et al., 2009) is that organizations seem to employ new media for at least two primary purposes—information-sharing and dialogic relationship-building.

4.4.1 Social Media Websites used by Non-Governmental Organizations

The respondents were further asked to indicate which social networking websites their organizations were using.

Table 4. 4 Social Media Websites used in Non-Governmental Organizations

Social Media Websites	Frequency		Percent	
	Yes	No	Yes	No
Facebook	71	2	97.3	2.7
Twitter	59	14	80.8	19.2
LinkedIn	26	47	35.6	64.4
Pinterest	4	69	5.5	94.5
Google plus+	24	49	32.8	67.1
Tumblr	10	63	13.7	86.3
Instagram	14	59	19.2	80.8
Blogs	29	44	39.7	60.3
You tube	38	35	52.1	47.9
Flickr	22	51	30.1	69.9

As indicate in table 4.2 above, 97.3% of the respondents indicate that their organization was using Facebook, 80.8% indicated that their organizations were using Twitter, 52.1% indicated that their organization were using You tube and 39.7% indicate that their organizations were using Blogs. In addition, 35.6% of the respondents indicated that their organizations were using LinkedIn, 32.8% indicated that their organizations were using Google plus+, 30.1% indicate that their organization was using Flickr, 19.2% indicated that their organizations were using Instagram, 13.7% indicated that their organizations were using Tumblr and 5.5% indicated that their organization was using Pinterest. These findings clearly show that Facebook was the most preferred social media website, followed

by Twitter, You tube, Blogs, LinkedIn, Google plus+, Flickr, Instagram, Tumblr and Pinterest.

4.4.2 Purposes for Using Social Media

The respondents were asked to indicate for what purpose their organizations were using social media. The results are shown in table 4.3 below.

Table 4. 5: Purposes for Using Social Media

Purposes	Frequency		Percent	
	Yes	No		Yes
Information	55	18	75.3	24.7
External knowledge sharing	31	42	42.5	57.5
Advocacy	17	56	23.3	76.7
Fundraising	34	39	46.6	53.4
Feedback	35	38	47.9	52.1
Community involvement	43	30	58.9	41.1

In line with previous organizational website research (e.g., Saxton et al., 2007; Waters, 2007), the information function had the highest percentage. It involves a one-way interaction, the exchange of information from the organization to the public.

According to the findings, 75.3% of the respondents indicated that their organizations were using social media for informing their audiences, 58.9% indicated that their organizations were using social media for community involvement. In addition, 47.9% of the respondents indicated that their organizations were using social media to receive feedback on their ongoing or completed projects, 46.6% indicate that their organizations were using social

media for fundraising. Further, 42.5% of the respondents indicate that their organizations were using social media for external knowledge sharing and 23.3% of the respondents indicate that their organizations were using social media for advocacy.

4.4.3 Use of the Feedback from Social Media

The respondents were asked to indicate how their organizations were using the feedback that they get on social media. From the findings, the respondents indicate that their organizations were using feedback from social media to improve communication, to better programs delivery, to inform future program design, to improve strategic planning, to support audience mapping and to create content for the organization blog. The respondents further indicate that through the feedback, they gauge the level of impact/ appreciation their programs have on their stakeholders. The respondents further indicated that through the use of feedback from social media they are able to gauge the number of people they are able to reach out to and the impact of their work.

The respondents also indicated that the feedback helps them to know which program areas are valuable and interesting both to their supporters and to beneficiaries/community members. They also indicated that their organizations use social media to learn what issues are important to members of the community and learn more about other projects that are implemented by other organizations so that they do not duplicate work/projects.

Respondents from an advocacy outfit in education indicate that the media platforms enable them to receive feedback on advocacy issues at the grassroots and thus take it up on a national level. In addition to this, they used the feedback received to inform their projects

and identify with their audience who are education stakeholders and development partners.

4.4.4 Lack of Control on the Information that is Dispersed

The respondents were further asked to indicate whether they lacked control on the information dispersed about their organization on social media. The results are show in figure 4.8 below.
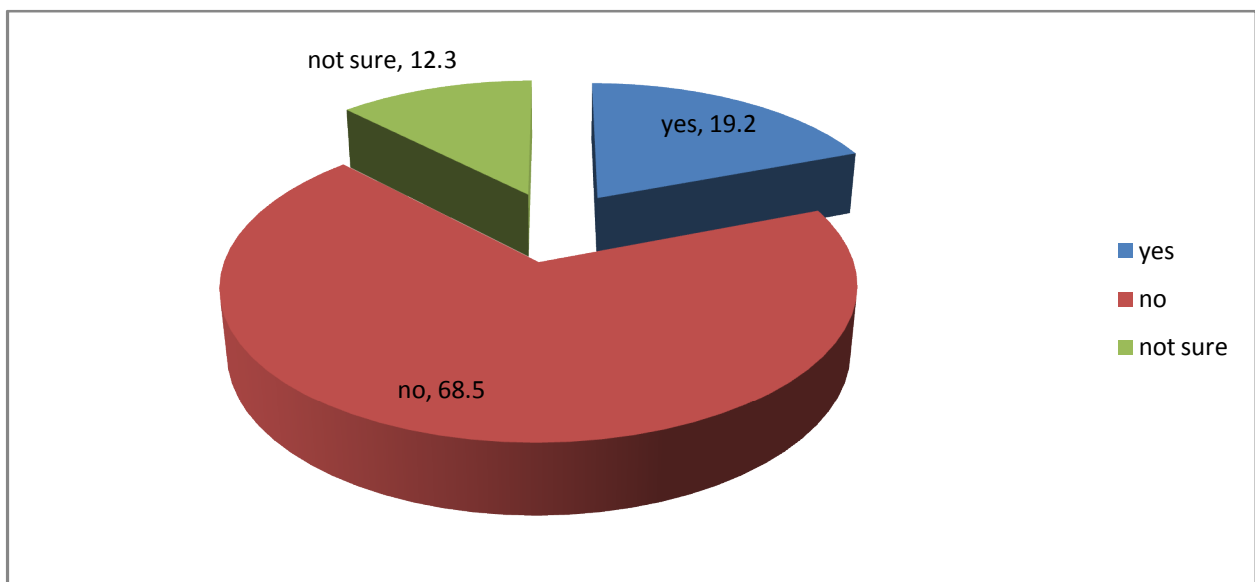
Figure 4. 8: Lack of Control on the Information that is Dispersed

According to the findings, 68.5% of the respondents reported that they were not lacking control on the information dispersed about their organization on social media, 19.2% indicated that they lacked control and 12.3% indicated that they were not sure. From these findings we can deduce that most NGOs were not lacking control on the information dispersed about their organization on social media and could effectively manage the response that their posts elicited from the public.

4.5 Effectiveness of Social Media as a Communication Platform

The third objective of this study was to determine the effectiveness of social media as a communication platform.

4.5.1 Usefulness of Social Media

The respondents were asked to indicate how useful social media had been to their organization. The results are shown in table 4.7 below.

Table 4. 6: Usefulness of Social Media

	Frequency	Percent
essential	47	64.4
must have	18	24.7
somewhat useful	8	11.0
Total	73	100.0

From the findings, 64.4% of the respondents indicate that social media was essential to their organizations, 24.7% indicated that it was a must have and 11% indicated that it was somewhat useful. From these findings we can deduce that to most NGOs social media was essential.

4.5.2 Measuring Performance Online

The respondents were asked to indicate whether their organizations were measuring their performance online. The findings are presented in figure 4.9 below.
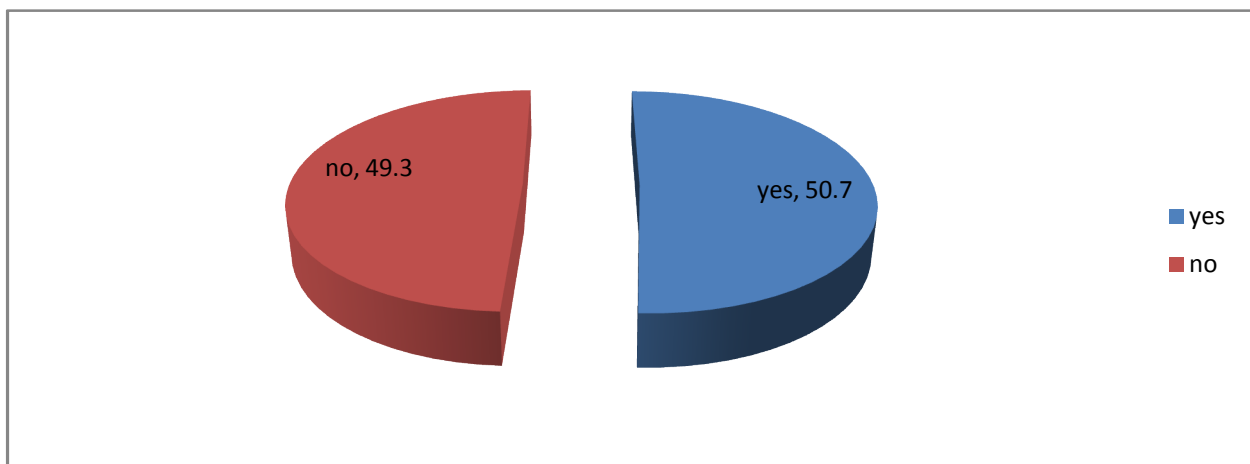
Figure 4. 9: Measuring Performance Online

From the findings, the respondents indicate that their organizations were measuring their performance online while 49.3% indicated that their organizations were not measuring their performance online. From these findings we can deduce that most of NGOs were measuring their performance online.

4.5.3 Tools to Measure Performance Online

The respondents were asked to indicate the tools they use to measure their performance online. From the findings, the respondents indicate that the tools they use to measure their performance online include Google analytics, number of likes, followers, questions and views.

4.5.4 Budget for Social Networking

The respondents were asked to indicate whether their organization had a dedicated budget for social networking. The results are presented in figure 4.10 below.
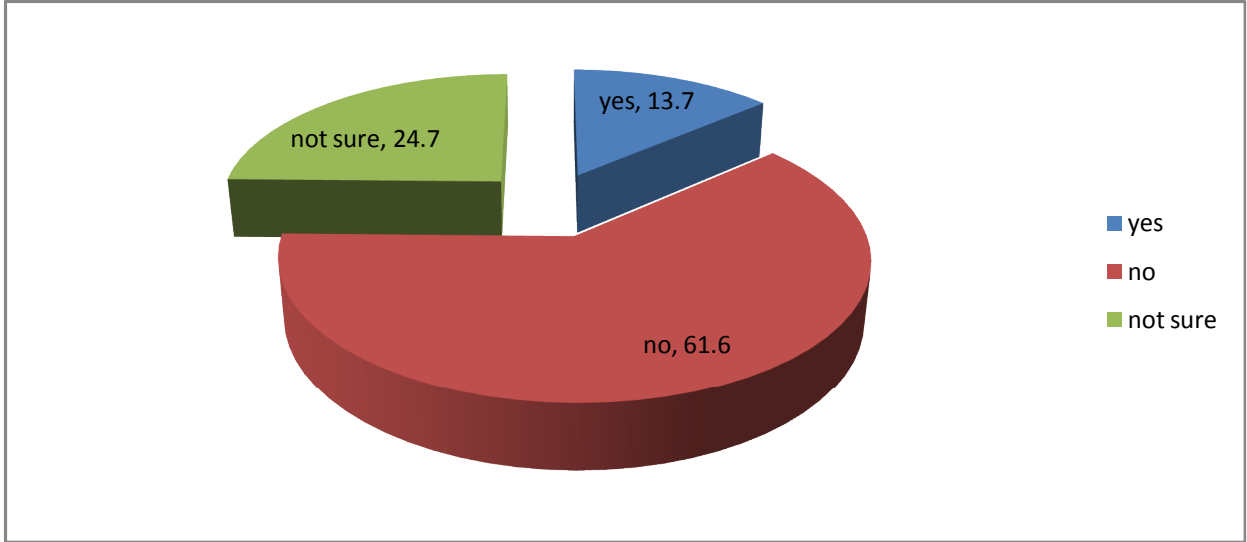
Figure 4. 10: Budget for Social Networking

From the findings, 61.6% of the respondents indicated that their organization did not have a dedicated budget for social networking, 24.7% indicated that they had a dedicated budget for social networking while 13.7% indicated that they were not sure whether their organization had a dedicated budget for social networking. From the findings we can deduce that most NGOs did not have a dedicated budget for social networking.

4.5.5 Other Channels of Communication Used

Before the digitization of the communication process, organizations employed traditional channels of communication to engage their audiences. This was done through: print publications, newsletters, press releases, community forums, film and documentaries, radio programs and advertisements. The advent of the World Wide Web and to be precise Web 1.0 provided a paradigm and technological shift on how organizations carried out communication functions due to its (McQuail, 2005) interactivity, accessibility, multiplicity of use and open ended character; user as senders and/or receivers.

In this study, the respondents were also asked to indicate which other channels of communication their organization use. From the findings, the respondents indicate that their organizations were also using word of mouth, emails, brochures, newsletters, mass mailing list, Skype, websites, phone calls, television, publications, private media and broadcast, outreaches, meetings, fact sheet, annual reports, free mails and live demos in schools.

4.6.6 Benefits the organization gained by using social media

The respondents were asked to indicate benefits their organizations had gained by using social media. From the findings, the respondents indicated that as a result of social media

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more people were visiting the organizations, both locals and foreigners, helping target populations understand more about projects, lower budgets for awareness creation. The respondents also indicated that social media had increased knowledge of their programs by the community, had improved time management, and service delivery and had increased interaction with target groups.

Other respondents indicated that social media had helped them in networking with other relevant organizations, in increasing traffic to their websites, increased support via online relations, increased funding because of better donor relations and increased access to new and useful information.

The respondents further indicated that through social media, their organizations had been able to identify interested individuals, parties/groups that would want to collaborate and partner with them. Further, the respondents indicate that social media was an easier way of sharing information with their beneficiaries and other interested parties. Social media had enabled them involve and engage their supporters in the work. It has also helped them to learn more about the priorities and interests of target communities and to network and partner with other like-minded individuals and groups.

4.6.7 Social Media in Meeting Organization and Communication Goals

The respondents were also asked to indicate how social media was helping them meet their organizational and communication goals. From the findings, the respondents indicated that through social media they were keeping their donors updated and getting more interested partners and donors. The respondents also indicated that social media brings out the vision, mission and objectives of their organization to the community they serve and their

supporters. It also helps ongoing projects get very wide audience reach instantly with little resources used, networking and building stronger relationship with NGOs was also now easier. Other respondents indicated that social media is simple and understandable, easy to use, has a wider coverage and helped to raise their organization's profile and visibility.

Social media helps organizations to be accountable to both donors and to the community that they are serving and provide a way to communicate that they are in fact doing the work that they say they are doing. It also allows them to amplify the voices and stories of some of their beneficiaries so that others can know the importance of their work. Some of the respondents indicated that social media was helping them change the public perception the general public had about their work.

5.0 CHAPTER FIVE: SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings, conclusions and recommendations for practice and further research on the problem in relation to the purpose of the study. The purpose of this study was to evaluate social media as a communication tool for NGOs in Nairobi. The chapter begins with a summary of the study, followed by conclusions and recommendations for practice improvement and for further studies.

5.2 Summary of the Findings

The study found that most of the NGOs involved in this study were operating nationally. In addition, most of the respondents were youthful and hence they understood and used social media regularly. Further, most of the respondents were female.

5.2.1 The extent to which NGOs in Nairobi have adopted social media

The first objective of this study was to investigate the extent to which NGOs in Nairobi have adopted social media use. The study established that all of the sampled NGOs were using social media for work purposes. The study also found that less than a half of the NGOs who took part in this study had been using social media for 4 years and above. This shows that NGOs in Nairobi were not among the 'early adaptors' of social media. The study also established that NGOs should use social media more on their day to day operations. However, the study also found that most NGOs did not have a dedicated budget for social networking.

The study revealed that the main reason why some NGOs were not using social media was due to lack of resources. The study also found that in most NGOs, staffs with other responsibilities were managing their organizations' social media accounts. However, a small percentage had full time staff managing their social media accounts.

The study found that most of the NGOs had a social media strategy in place. In relation to how their organizations had integrated social media use in the overall communication strategy, social media activities are clearly stipulated in the key result areas for the organizations communications department. In addition, the social media is included in key chapters of the strategy such as: audience mapping, channel branding and messaging. In other organizations aspect of social media is considered as an integral part of the overall communication enhancing strategy in line with the current communication trends.

5.2.2 Use of Social Media as a Communication Tool in NGOs

The second objective of this study was to establish how NGOs are using social media as a communication tool. The study revealed that Facebook was the most preferred social media website, followed by Twitter, You tube, Blogs, LinkedIn, Google plus+, Flickr, Instagram, Tumblr and Pinterest. It is important to note that all of the sampled NGOs had accounts in more than one SNS. The study also found that NGOs were majorly using social media for information purposes, followed by community involvement, for feedback, fundraising, for external knowledge sharing and for advocacy.

In relation to how NGOs were using the feedback that they get on social media, the study found that social media was used to improve communication, to keep the new donors updated, to better programs delivery, to inform future program design, to improve strategic planning, to support audience mapping and to create content for the organization blogs. Through the feedback they also gauge the level of impact/ appreciation their programs have on their stakeholders.

Further, feedback helped NGOs to know which program areas are valuable and interesting both to their supporters and to beneficiaries/community members. In addition, feedback is used to inform their projects and identify stakeholders and development partners. The study also found that most NGOs were not lacking control on the information dispersed on social media.

5.2.3 Effectiveness of Social Media as a Communication Platform

The third objective of this study was to determine the effectiveness of social media as a communication platform. The study found that to most NGOs, social media was essential. The study established that most NGOs were measuring their performance online.

The study established that the tools NGOs use to measure their performance online include Google analytics, number of online likes, followers, questions and views. However, most of them were using basic pointers.

The study established that as a result of social media more people were visiting the organizations both locals and foreigners with intentions ranging from support to volunteering. Social media as a communication tool also helped improve their brand awareness to the target populations. The study also found that social media had increased knowledge of NGOs' programs by the community, had increased project publicity at no cost. Increased partner-to-partner, donor-to-organization and organization-to-beneficiaries interactions were also noted as a benefit of using social media. Further, social media had helped NGOs in networking with other relevant organizations, in increasing traffic to website, in increasing support via online relations, increasing funding via donor relations, increasing access to new and useful information and fast and easy channel of message dissemination.

In addition, through social media, NGOs had been able to identify interested individuals, parties/groups that would want to collaborate and partner with them. Further, through social media they were keeping their donors updated and getting more interested partners

and donors. in addition feedback that they received online help in program adjustments and message fashioning.

 Other channels of communication used by NGOs include word of mouth, emails, brochures, newsletters, mass mailing list, Skype, websites, phone calls, television, publications, private media and broadcast, outreaches, meetings, fact sheets and annual reports.

5.3 Conclusion

The study concludes that NGOs were using social media for work purposes. The main reason why some nongovernmental organizations were not using social media more was due to lack of resources. In most of the NGOs sampled, staff with other responsibilities were managing their organizations' social media accounts. In addition, most of the NGOs had a social media strategy in place and had integrated social media use in the overall communication strategy.

The study also concludes that Facebook was the most preferred social media website, followed by Twitter, You tube, Blogs, LinkedIn, Google plus+, Flickr, Instagram, Tumblr and Pinterest. According to the findings, NGOs were majorly using social media for information purposes, followed by community involvement, for feedback, for fundraising, for external knowledge sharing and for advocacy.

5.4 Recommendations

The study found that a good number of NGOs had not integrated social media use in their overall communication strategy. This study therefore recommends that the NGOs that had

not integrated social media to the overall communication strategy should do so for better monitoring and evaluation.

This study also established that most NGOs did not have a dedicated budget for social networking. This study therefore recommends that since social media was found to have many benefits as compared to problems, it is important for NGOs to have a dedicated budget for social networking.

This study also recommends that all NGOs that have social media presence to take seriously feedback they receive from social media to improve their organizations. This helps to better programs, to inform future program design, to improve strategic planning and to help in audience segmentation.

There were a number of NGOs that were losing control on the information dispersed in terms of moderating the feedback from the public about their organization on social media. This study therefore recommends that nongovernmental organizations should be very careful before posting, tweeting or publishing any information online. This is due to the ability of such information going viral within a short time and such can have serious implications on the image of the organization or grossly affect the projects/persons involved.

This study also recommends that NGOs should invest in more technical ways of measuring their performance online by using tailor made systems that suite their various programs.

5.5 Suggestions for further Studies

This study was limited to social media as a communication tool for NGOs in Nairobi in which most operated nationally. The findings of this study cannot therefore be generalized

to NGOs in the rural areas or ones operating regionally or internationally. This study therefore recommends that further studies should be conducted to compare the use of social media as a communication tool for NGOs in rural and urban areas. The study also suggests further studies on factors affecting the use of social media as a communication tool in Kenya.

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APPENDIX I: INTRODUCTION LETTER

Jacob Seje

ochieng.seje@gmail.com

0721431320

July 6, 2014.

Dear Sir/Madam,

RE: RESEARCH DATA FOR MASTER OF ARTS IN COMMUNICATION STUDIES PROJECT

I am a postgraduate student pursuing a Master of Arts in Communication Studies degree at the School of Journalism and Mass Communication, University of Nairobi. As a partial fulfillment of the requirements for the award of the MA degree, I am carrying out a research on *'Social Media as a Communication Tool for NGOs in Nairobi'* As a NGO located within my area of study, I kindly request for information regarding your organizational utilization of the social media platform.

The information you provide for this study will solely be used for academic purposes and your organizational identity will remain confidential. I hereby undertake not to make any reference to your organization's name in any presentation or report stemming from this research.

I am aware that filling the questionnaire is time consuming and I will greatly appreciate your assistance. any additional information in form of suggestions and comments that you deem necessary to make my research findings more conclusive, relevant and reflective of the study are will be highly appreciated.

Thanks in advance.

Yours faithfully,

Jacob Seje.
<u>M.A Communication Studies Student</u>

APPENDIX II: QUESTIONNAIRE

I am undertaking a Masters Degree course in Communication Studies at The University of Nairobi, as part of fulfillment of my study, I am undertaking a research project to determine the Role of Social Media as a Communication Tool for Nongovernmental Organizations in Nairobi. You have been selected as one of the respondents for this research.

The findings of this survey will be used for academic purposes only. You will also be provided with a copy of the final report upon request. Please put '√' where box (ü) is provided, multiple answers are allowed.

Section A: Basic Information

1) **Name Of Organization**

2) **Area of Operation (Regional, National, International)**

3) **Email Address**

4) **Telephone Number**

Adult Sponsorship ♦ Advocacy And Empowerment ♦ Agriculture ♦ Buildings ♦ Capacity Building ♦ Charitable Trust ♦ Children ♦ Church Building ♦ Conflict Resolution ♦ Conservation ♦ Culture ♦ Development ♦ Disability ♦ Disaster ♦ Economic ♦ Education ♦ Energy ♦ Environment ♦ Feeding Programme ♦ Food ♦ Gender ♦ Governance ♦ Health ♦ HIV/AIDS ♦ Human Rights ♦ ICT ♦ Information ♦ Legal And Civic Education ♦ Media ♦ Micro Finance ♦ Multi-Sectoral ♦ Old Age Care ♦ Peace Building ♦ Population And Reproductive Health ♦ Refugees ♦ Relief ♦ Religion ♦ Research ♦ Road Safety ♦ Sports ♦ Trade ♦ Training ♦ Voter Education ♦ Water And Sanitation ♦ Welfare ♦ Wildlife And Youth ♦

5) **Sector of Operation (List of the Sectors According to NGO Bureau Below)**

6) **Job Title**

7)   Age of Respondent

[box]

8)   Sex: Male ü   **Female** ü

Section B: Social Media Related Questions

1.   Does your organization use social media for work purposes?   Yes ü   **No** ü

2.   How long has your organization been using social media?

Less than a month ü   **1 - 6 months** ü   **6 - 12 months** ü
                1 - 2 years ü   **2 - 4 years** ü   **4+ years** ü

3.   Which social media websites does your organization use? (tick (√) all that apply)

Facebook   ü _____
Twitter   ü _____
Pinterest   ü _____
Google Plus+   ü _____
Tumblr   ü _____
Instagram   ü

_____
Flickr   ü _____
YouTube   ü

_____
Blogs   ü_____
Other (Please Specify) ü _____

4.   Which is your preferred social media website?

[box]

5.   For what purpose(s) does your organization use social media? (tick (√) all that apply)

Information ü   **External Knowledge Sharing or Creation (i.e. Through Blogs, Internal Wikis)** ü **Advocacy** ü   **Fundraising** ü   **Feedback** ü   **Community Involvement** ü
Other (Please Specify)

[box]

6.   How does your organization use the feedback that you receive on social media?

[box]

7. **How useful do you think that social media has been for your company?**

   Essential ü   **Must Have** ü **Somewhat Useful** ü **Optional** ü   **Not Needed** ü
   Plan to Use ü   **Not Used** ü

8. **Do you feel that by using social media, you have a lack of control on the information that is dispersed about your organization?**   **Yes** ü   **No** ü   **Not Sure** ü

9. **Do you feel that your organization should use social media more in its day to day operations?**   **Yes** ü   **No** ü   **Not Sure** ü

10. **If you answered yes to the question above please state from the options below why you do not use social media more often.**

    Lack of Resources ü **Usefulness** ü **Lack of Knowledge** ü

11. **Who manages you social media accounts?**

    Full Time Staff ü   **Staff with Other Responsibilities** ü **Volunteer** ü **Anybody** ü

12. **Do you have a social media strategy in place?**   **Yes** ü   **No** ü

13. **Has your organization integrated social media use in the overall communication strategy?**   **Yes** ü   **No** ü

14. **If you answered yes, how?**

15. **Do you measure your performance online?**   **Yes** ü

    No ü

16.   **If yes, what tools do you use?**

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17.   **Does your organization have a dedicated budget for social networking programs?**

                                    Yes ü   **No** ü   **Not Sure** ü

18.   **Which other channels of communication does your organization use?**

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19.   **So far, what benefits have your organization gained by using social media?**

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20.   **How do social media help you meet your organization and communication goals?**

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APPENDIX III: INTERVIEW SCHEDULE

I am undertaking a Masters Degree course in Communication Studies at The University of Nairobi, as part of fulfillment of my study; I am undertaking a research project on Social Media as a Communication Tool for NGOs in Nairobi. You have been selected as one of the key informant interviewees.

The findings of this survey will be used for academic purposes only. You will also be provided with a copy of the final report upon request.

Section A: Basic Information

9) **Name Of Interviewee**

10) **Profession**

11) **Email Address**

12) **Telephone Number**

13) **Highest Academic Qualification**

14) **Age of Respondent**

15) **Sex:**   Male ü   Female ü

Section B: Social Media Related Questions

21. **How long have you been using social media?**

Less than a month ü   1 - 6 months ü   6 - 12 months ü
            1 - 2 years ü   2 - 4 years ü   4+ years ü

22. **Which social media websites are you conversant with?**

23. **Which social media websites do you use?**

24. **Which is your preferred social media website?**

25. **Have Kenyan NGOs embraced the use of social media?**

26. **According to your interactions with various NGOs, for what purpose are they using it?**

27. **Which is the social media website of choice for NGOs? Why do you think so?**

28. **From your interactions with various NGOs, how do they use the feedback that they get on social media?**

29. **How useful do you think that social media has been for these organization?**

30. **Do you feel that organization should use social media more in its day to day operations?**

31. **If yes why are they not utilizing it to for optimum benefits?**

32. **Who manages social media accounts for the various NGOs you have interacted with??**

33. **Do these NGOs have a social media strategy in place?**

34. **Have they integrated social media use in the overall communication strategy?**

35. **Do you think they measure their performance online? Why?**

36. **Do these NGOs have a dedicated budget for social networking programs?**

37. **Which other channels of communication does these organization use?**

38. **So far, what benefits have these organizations gained by using social media?**