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M.A IN COMMUNICATION AND DEVELOPMENT STUDIES

**THE ROLE OF COMMUNICATION IN ENHANCING FUND RAISING FOR KENYAN
NGOS: A COMPARATIVE ANALYSIS OF ACTION AID KENYA AND CAUCUS FOR
WOMEN'S LEADERSHIP.**

By

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DECLARATION

This thesis is my original work and has not been presented for a degree award in this or any other University.

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This thesis has been submitted for the award of a Masters Degree in Communication Studies to the University of Nairobi with my approval as the University Supervisor.

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LIST OF ABBREVIATIONS AND ACRONYMS

AAIK – Action Aid International Kenya

ACT – Act Change Transform

AIDS - Acquired Immune Deficiency Syndrome

AMREF - Africa Medical Research Foundation

ANC - Annual National Convention

CBOs –Community Based Organizations

CEDPA - Centre for Development and Population Activities

CSOs – Civil Society Organizations

CSR - Corporate Social Responsibility

CWL - Caucus for Women’s Leadership

FIDA - Federation of Women’s Lawyers

GOK- Government of Kenya

HIV - Human Immunodeficiency Virus

IDEA - Integrity, Democracy, Ethics and Affinity

KNCHR - Kenya National Commission on Human Rights

KWPC –Kenya Women Political Caucus

LRF - Legal Resources Foundation

NGO –Non-Governmental Organizations

OSIEA - Open Society Initiative in East Africa

RNE - Royal Netherlands Embassy

SEATINI - Southern Eastern African Trade Information and Negotiations Institute

SPSS - Statistical Package for Social Science

UNDP - United Nations Organizations

UNWOMEN – United Nations Fund for Women

UNO - United Nations Organization

URT - Uncertainty reduction theory

USAID - United States Agency for International Development

VSO – Voluntary Service Organization

WRA - Women Regional Assemblies

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ABSTRACT

Communication with donors has become an important variable in fundraising for NGOs the researcher has noted that most NGOs receive funds from external donors and governments, but they don't bother to communicate with the funding agency on the progress of their operations and activities. Donors have always provided a common proposal and reporting template and guidelines to all NGOs for programs they seek to fund or the ones already funded, but despite the availability of these templates and guidelines, some NGOs still do not secure funding while others continually receive funds from the same donor agencies. Donors usually want a good concept paper of about 4 – 5 pages yet some NGOs still present a more than 5 page concept paper, which are not perceived well by donors. Reporting to donors on the progress of the development activities that have been undertaken are either delayed, or not done. If they do, it's not according to the standards set by donors. Therefore, this study sought to establish the roles of communication in enhancing fundraising for Kenyan NGOs by doing a comparative study of AAIK and CWL. Internal desk review approach was employed. Purposive sampling was used to select KCDF as a donor agency. Qualitative data collected was coded and listed to obtain proportions and presented using quantitative narratives. The findings of the study were: both NGOs are using digital platform in communicating with donors, only AAIK posts appealing stories about their beneficiaries on their website so as to attract potential donors, both NGOs give feedback to donors on status of activities, AAIK allocates more funds for communication in their budgets than CWL and has communication experts who disseminate information into simple forms that donors can understand. The study recommended CWL to adopt the same, the two NGOs should use social proofs which demonstrate that others have supported the cause and that money has been raised. Also, NGOs should utilize all key communications streams such as media, advertising, delivering consistent messages across all streams and demonstrate the purpose by making a personal connection to the target audience , use compelling images and some aspects of branding which people like to see so as to get more funds.

CHAPTER ONE

The Role of Communication in Enhancing Fund Raising for Action Aid Kenya and Caucus for Women's Leadership.

1.0. Introduction.

The term NGO came into use way back in 1945 when the United Nations Organization (UNO) wanted to differentiate between participation right for inter- governmental specialized agencies and international private organizations in its charter (Nelson, 2007). NGOs are known to rely on the goodwill and generosity of donors to cover the costs of their activities through grants and donations (Batti, 2013:p.339).Therefore, this Chapter highlights the background of the study with a brief coverage of NGOs in Kenya, their roles and their administrative and operation structure.

Also, the chapter highlights an overview of communication and fundraising and specific roles of communication in NGO management and operations. Since this is a comparative study of two NGOs, this chapter provides a brief background and governance structures of the two NGOs (AAIK & CWL). The aim of carrying out the study is stated with objectives and research questions clearly highlighted.

This chapter equally states the problem of the statement and gives the justification for doing the study. The scope of the study highlighting the area of coverage and limitations which represent factors which may affect the study outcomes are also provided. Finally, this chapter highlights operational definition of terms and abbreviations used. In summary, this chapter elaborates a general overview of the study, and the immediate chapter will review related literature.

1.1. Background of the Study

Every non-profit leader dreams of having a group of connected, engaged donors who give regularly and generously, are committed to the cause, and understand the organization's work (Richmond & McCroskey, 2005). Also noted by Richmond & McCroskey (2005), is the fact that donors of all stripes will increasingly expect transparency and easy access to information about what non-profits do and how they are performing. For most non-profits, donor recruitment and maintenance is a Sisyphean task of rolling the rock back up the hill.

Research has proved that weak donor connections lead to poor fundraising performance and strong connections mean more loyalty, more involvement, and more generosity, having in mind that donors who feel connected are also going to bring more donors into the fold (Richmond & McCroskey, 2005:p.21). Nicola & Hulme (2013) observed that maintaining good relationship with donors is critical for NGO survival and one way to achieve this is through communication. (Bob & Greg, 2012:p.7) observed that performing nonprofits can attract more funds if they can communicate their impact and connect with donors.

Communicating with donors requires NGOs to use all of the channels available to them and there, they can start to connect with donors and engage them on the issues that matter (Richmond & McCroskey, 2005). An NGO needs to think about all the ways in which it communicates with donors as well as the ways that donors gather information about it. Email communications, newsletters, social networking sites, direct mail pieces, blogs, you tube videos, podcasts and solicitation provide opportunities to communicate its story and impact (Richmond & McCroskey, 2005).

Making impact information prominent in NGOs communications reinforces the confidence of its existing donors since impact-oriented donors want impact information which has to be clear and accessible. Impact information also plays a role in solidifying NGOs connection to its donors (Nelson, 2007). Varying the way an NGO communicate its impact so that it appeals to the segments it wants to attract gives it the confidence and trust necessary to attract loyal donors, who then become evangelists who can attract others (Richmond & McCroskey, 2005). Communicating, and connecting with donors' core motivations will help to improve NGOs performance, both in terms of the good it does and the success of its fundraising campaigns (Nelson, 2007).

1.1.1. NGOs in Kenya

NGOs emerged from communities, civil society organizations (CSOs), religious organizations, universities and individual initiatives (A guide to NGOs for the military, chapter 4) and can be defined as organizations that are concerned with promotion of social, political or economical change, an agenda that is usually associated with the concept of development or humanitarian work at local, national and international level (David & Nazneen, 2009).

The term NGOs can also be used collectively to describe civil society organizations, community based organizations, non-state actors, welfare organizations, and any other not-for-profit civic groups that have been formed to provide a particular service (Theunis and Erika, 2011). The Draft NGOs Co-ordination bill (2012) defines an NGO as a private voluntary association of individuals or other entities not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare.

The roots of NGOs in Kenya can be traced back to colonial times. During this period, the activities of NGOs largely focused on welfare and later changed and developed to cover not only the provision of services but also politics and advocacy (Mbote, 2000: p.1-2). During the last two decades, NGOs working in development have increased their profiles at local, national and international scenes and have come to be recognized as important actors on the sphere of development (David & Nazneen, 2009).

In Kenya, NGOs are registered under the NGOs coordination Act 1990 and 1992 regulation with the NGOs coordination Board (Mbote, 2000: p.2). The functions of NGOs co-ordination board include: to register, coordinate and facilitate the work of NGOs in Kenya, to maintain a register of NGOs operating in Kenya, to analyze and evaluate annual reports of NGOs, to advise the Government on the activities of NGOs and their role of development within Kenya, to conduct a regular review of the register and to determine its consistency with the reports submitted by NGOs and NGOs council.

NGOs possess certain unique features which distinguish them from profit making organizations. According to NGO Training Guide for Peace Corps Volunteers Module 1 (2002: 19), NGOs are Voluntary organisations which are formed voluntarily by citizens with an element of voluntary participation in the organization. An example of such voluntary NGO is VSO Jitolee in Kenya which promotes volunteering and volunteerism to fight poverty and enhance the participation of disadvantaged members of the society (VSO Jitolee website).

NGOs play a very important role in Kenya and these roles can be grouped into two major distinct categories as service providers and advocates for the poor. The service provider–advocate divide differentiates between the pursuit of ‘Big-D’ and ‘little-d’ development (Bebbington et al 2008:6; Hulme, 2008:26). ‘Big-D’ development sees ‘Development’ as a project-based and

intentional activity, in which tangible project outputs have little intention to make foundational changes that challenge society's institutional arrangements. In contrast, 'little-d' 'development' regards development as an ongoing process, emphasizing radical, systemic alternatives that seek different ways of organizing the economy, social relationships and politics (Bebbington et al 2008: 6).

Ninety percent of registered NGOs in Kenya, are involved primarily in service delivery (Brass, 2011: 209) and in the process, their activities have become professionalised and depoliticised (Kamat, 2004: 153). In their role as service providers, NGOs offer a broad spectrum of services across multiple fields, ranging from livelihood interventions and health and education service to more specific areas, such as emergency response, democracy building, conflict resolution, human rights, finance, environmental management, and policy analysis (Lewis and Kanji, 2009: 26). Examples of these NGOs include the Red Cross, AAIK among others.

Interests in the contribution of NGOs to service delivery did not rise only because of the enforced rollback of state services, but also because of their perceived comparative advantages in service provision, including their ability to innovate and experiment, their flexibility to adopt new programmes quickly, and most importantly, their linkages with the grassroots that offer participation in programme design and implementation, thereby fostering self-reliance and sustainability (Korten, 1987: 145; Vivian 1994: 167; Bebbington et al 2008: 7; Lewis and Kanji 2009: 27). These strengths, it was widely believed, would foster "more empowering, more human, and more sustainable" forms of development (Foster, 2004).

It was not until later in the 1990s that donors started promoting a second important role for NGOs, viewing them as organisational embodiments of civil society that could play a role in political reform (Harsh et al, 2010: 253). While their role in as 'democratisers of development'

(Bebbington, 2005: 725) is highlighted as frequently as their role as service providers, rarely is it articulated how NGOs should participate in the political process to achieve this (Edwards and Hulme, 1996: 29). The role and contributions of NGOs in advocacy and empowerment is difficult to define, but we can look at their efforts along a broad spectrum of which at one end are those NGOs actively intervening in democracy-building and transforming state–societal relations, such as those emerging to mobilize and support radical social movements. Examples of NGOs involved in advocacy include CWL, FIDA, and KNCHR among others.

1.1.2. Administrative and Operational Structures of NGOs.

There is a growing need for nonprofit and non-governmental organizations (NGOs) throughout the world to be more effective and productive (Kytte, &Ruggie, 2005). One of the many ways they are achieving this is by broadening and strengthening the constitution of their Boards. An increase in the effectiveness of NGO board itself has been achieved by bringing together organizations and leaders with a shared interest in the work of boards; building capacity by training; and developing management and governance tools.

Having a good and effective NGO Board provides a basis for successful management of its organization, familiarizes its target constituents with the activities of the NGO, help in better understanding the organizational structure of the NGO, and also assists in distributing responsibilities among the team members within the NGO organization. An NGO Board may be called by different names, 'Board of Directors, Steering Committee, and Advisory Group' and so on.

The board first of all, sets policies and strategies for the NGO, in line with the agreed purposes, principles and scope of the NGO. It also sets operational guidelines, work plans and budgets for the NGO and policy and program support. Many times, it is also called on to make funding

decisions. It assists the internal workings of the NGO by setting criteria for membership of, and appointing, review panels and or support groups. It may also establish a framework for monitoring and periodic independent evaluation of performance and financial accountability of activities supported by the NGO (Loyd, & de Las Casas, 2005).

1.1.3. Communication and Fundraising

Communication which could be verbal or nonverbal, is defined as the act of passing on, sharing, exchanging or being connected and by its very nature, it's is meant to be functional since it is a means to an end (Tale & Yetunde, 2005:50). Communication is undertaken with a view to understanding and other non-profit organizations must reinforce and re-establish their identity as a powerful and recognisable brand. A guide to NGOs for the military chapter 16(p.161) indicates that, to operate safely and successfully carry out their mission, NGOs not only need to receive information from a wide variety of sources, but also must provide information to others as well.

NGOs have constantly made efforts to communicate to their environment on how they are performing in relation to the reason for their existence (Julie, 2007: p.41) and to win the competition for the attention of donors, an NGO will have to build strong organizations capable of winning other attention competitions (Richmond & McCroskey, 2005). Sundar (2010:p.84) noted that an NGO which can produce a media strategy with clearly identifiable, predetermined and actual outcomes can sustain longer.

Further, as Conte and Nolan (2007: 862) observed from their interviews with NGO communication managers, the competition among NGOs for both media attention and funding has heightened with the proliferation of NGOs over the past two decades. With big budgets, NGOs hire scientists and activists, design engaging web sites, film video in distant locations (Franks 2010: 71), and package all of their materials in multiple formats for easy donor and

public consumption. This, in turn, will lead potential donors to consider those NGOs better investments, further enhancing those NGOs' ability to win the competition for media and public attention at the expense of less well-funded NGOs.

Over time, media competition has led to significant polarization in attention and to a situation in which just a handful of "gatekeeper" NGOs with massive budgets tend to symbolize the human rights community in the mind of most of the public and the news media, while the vast majority of NGOs get very little attention (Florini 2000: 3; Bob 2009: 28).

1.1.3.1. Role of Communication in NGO Management and Operations

Communication is very important for non-profit organizations, between each other and to the public. A research conducted by Batti (2013:p.339) indicated that more than 90% of NGOs are targeting beneficiaries, funding bodies, and governments in their communication. Communication serves many functions in NGOs. According to Richmond & McCroskey (2005), the functions are to inform, regulate, integrate, manage, persuade, and socialize.

The informative function of communication helps to provide needed information to personnel so they can do their jobs in an effective and efficient manner. People need to be informed about any changes of procedure or policy that are related to their work. Much of the informative communication in NGOS is conducted in a written format. This way, a whole group of employees can be informed with one message and at one time. On the other hand, managers may decide to call a meeting once each week (or month) which is primarily of an informative nature.

The regulative function of communication helps in regulation and maintenance of the organization. For example, an employee might be informed by the manager that he or she has

broken some rule or regulation and is not to break it again. This kind of communication is essential to ensure the smooth operation of the organization.

The integrative function of communication helps in coordination of tasks, work assignments, group coordination toward a common goal. In other words, it is communication directed at getting people to work together and have tasks coordinated so that the "left hand knows what the right hand is doing." It is an attempt to get people to work together and make things run more smoothly and avoid duplication of each other's work.

The management function of communication aids in achieving the three goals mentioned earlier. It helps in getting personnel to do what is needed, learning information about personnel to know them better, and establishing relationships with personnel. The persuasive function of communication is an outgrowth of the management function. It helps the management to influence the employee to do something in particular instead of using orders. Therefore, this approach makes for much better relations between management and employees.

Finally, we have the socialization function. This function helps the management to determine whether an individual survives well, or not at all, in an NGO. Socialization doesn't mean being "buddies" with everyone, but being integrated into the communication networks in the organization. It means being told; whom one should talk to and what one should talk about, whom not to talk to, what to say in certain situations and what not to say, how to address others, informal norms of the organization and the idiosyncratic behaviors (and pet peeves) of others.

When an NGO communicates with donors, it reassures the existing donors that its using their money wisely, and they will be able to attract new donors who are looking for organizations doing the most good(Bob & Greg,2012:p.31).

1.1.3.2 Fundraising

Fundraising is defined as “the management of relationships between a charitable organization and its donor publics” (Kelly, 1998, 8). Unlike popular misconceptions, fundraising is not primarily concerned with financial contributions. The principal goal of fund raising is to build strong relationships by developing trust with and communicating honestly with donor publics (Hall, 2002:368). NGOs need resources to help them continue providing services to the community.

NGOs for a long time have relied on the generosity of donors to support their project activities through grants and donations (Rehema, 2014: 57). Currently in the Kenya, many local NGO depend on external donor funding and resources to run their activities but unfortunately there is also a lot of competition for the money and resources. In many cases the survival of an NGO is dependent on how well it can compete with other NGOs and on how good it is at finding other ways to source for resources (Rehema, 2014: 61).

Fundraising is marred with many donor restrictions and has proved to be a challenge to NGOs. Some of these challenges include: changing priority for donor country where many at times, NGOs face dictation of priorities from donors hence organizations shift focus or are not eligible to apply for the funds as they are not meeting the donor priorities. Thomas Parks (2008:213) noted that an NGO will face shortfalls when the major bilateral donors will shift priorities towards economic development and others outside the traditional scope of the organization.

Another notable challenge is the changing criteria to be used in fund application. Donor’s preferences have continued to change and they have become increasingly selective. One notes that different donors apply different conditions on aid, for example specify projects that can be

supported within their budget, working in partnership or collaboration with others, geographic cover, sector and a properly constituted organization.

Also, donor conditional ties poses a challenge in fundraising. In the donor world, the funding trends are changing. We see donors are using basket funding or sometimes shift in funding from NGOs to focus on government institutions and hence the NGOs end up competing for the same funds with the government institutions that have resources and capacity to mobilize for resources. Mavoko (2013:23) states that restrictions given to organizations for example not allowing them to engage with another donor during the period they are funding the organization also affects NGOs from diversifying their donor sources.

Political Interference; government policies and political climate increase bureaucratic red tape for NGOs mobilizing resources externally. Where there is political instability donors will either not release funds or they reduce or enforce stringent measures. Government attitude and perceptions of NGOs have not been good in many African countries and some organizations have been considered by the government as a threat. This has led to some being deregistered or been given restrictions for sourcing funds from external donors.

Donor Prejudices has seen organizations that have a good track record can easily access resources. Cases of funds or resource embezzlements are very serious and donors talk on who has done what and good track record is important. According to an article published by IRIN (2011:114), many young organizations face the challenge of not being known and donors do not give money as they are not aware of the organization competencies or track record.

Capacity limitation among indigenous NGOs in terms of having insufficient staff needed to pursue donor objectives remains elusive to many. For example in Kenya, it was noted that Isinya division had about 484 CBOs of various types formed to address the poverty experienced in the

area. However, only 25% of these CBOs were found to be actively implementing projects at micro level, the rest remained inactive due to inability to mobilize the required resources for implementing their mandates (Beverly et al, 2012:128).

Inadequate awareness on available opportunities that exist within the country that sometimes NGOs fail to exploit due to lack of awareness that the opportunities exist. For example, Beverly et al (2012:129) indicates that government funds available were not accessed by civil society organizations due to inadequate awareness about the availability and the procedures required to access the funds.

Poor governance structures where many NGOs do not have effective governance structures and where a board exists, they are rarely effective in providing strategic leadership in ensuring resources are mobilized. Amoco (2013:86) states that boards are supposed to provide guidance and oversight to the operations of the NGO. However many boards are not aware of their role in resource mobilization. The presence and extent of involvement of management and governance structures in NGOs influenced their ability to mobilize resources. Many times NGOs did not have governance instruments such as constitutions, policies and guidelines and this tended to scare off potential donors

1.1.4. ActionAid International Kenya and Caucus for Women's Leadership: A comparative Study

From the ActionAid hand book, Action Aid International Kenya (AAIK) is an affiliate of Action Aid International, a global federation committed to finding solutions to end poverty and injustice. ActionAid Kenya is Kenyan based and is governed by a General Assembly and a Board drawn from communities we work with in Kenya. ActionAid started operations in Kenya in 1972 as a youth focused organization, working with 4K clubs in rural Kenya. In the formative

years, ActionAid Kenya provided direct aid; basic services like water, health, education and infrastructure.

ActionAid Kenya (AAIK) has been operating in Kenya for 40 years; it has consistently taken sides with the people living in poverty and exclusion to empower and build their capabilities to claim and realize their rights. ActionAid Kenya employs a multi-dimensional approach in alleviating the poverty issue in Kenya, which involve the promotion and defense of human rights by improving access to education, food, water and medicine. Instead of direct monetary assistance, these services for the community would come under long-term sustainable programmes working for permanent change in Kenya.

On governance, AAIK has a two-tier governance structure made up of a General Assembly and a National Board. In addition, ActionAid Kenya also has a Senior Management Team. The General Assembly is the top governing body of AAIK. It is to be composed of not less than 40 members and not more than 60 members recruited through an open and transparent process. Members are appointed in their individual capacity and NOT as representatives of organisations or affiliations that they may be associated with. The General Assembly members are non-paid volunteers committed to supporting the interest of the poor and excluded, and to upholding the values of AAIK. The General Assembly normally meets once a year and members are encouraged to take part in other AAIK activities such as Committees, Task Forces and visits to AAIK's Local Rights Programs (AAIK annual report, 2013)

ActionAid Kenya has a functional communication unit which is central in building networks with community media. For instance, in Homa-Bay, Kitui, Isiolo, Kongelai and Bamburi, AAIK partnered with local radio stations to profile community voices, raise awareness and agitate for positive change. AAIK also harnessed the use of digital platforms such as SMS and social media

to campaign and raise consciousness on policy issues, such the tax justice campaign. AAIK and partners worked with local celebrities to create awareness on pertinent issues and rally public support for change (AAIK annual report, 2013) AAIK has its headquarters in Nairobi.

On areas of coverage, AAIK classifies the areas into two main clusters namely: Cluster 1 and Cluster 2. Cluster 1 covers Bamburi, Marafa, Kishushe, Makima, Kathonzeni, Kamuthe, Mwingi, Ijara, Sericho while Cluster 2 covers Kuria, Tangulbei, Kongelai, Khwisero, Cheptais, Nyarongi, and Isiolo (AAIK annual report, 2013). AAIK has been able to achieve commendable milestones through financial support which saw their incomes received from child sponsorship from countries like UK, Greece, Thailand, Spain, Brazil rise from 14.39 million pounds in 2012 to 16.84 million pounds in 2013 (AAIK annual report ,2013).

Other donations come from Foundations like Rockefeller brothers and Safaricom, partner institutions like DFID, UNDP, and Governments like Government of Australia, and regular appeals. On the other hand, the background of the Caucus for Women's Leadership is embedded in the struggle by Kenyan women for equitable participation in decision-making organs at all levels of leadership. The genesis of this struggle was the defeat of the Affirmative Action Motion, moved in parliament by Hon. Phoebe Asiyo in 1997 (CWL Annual Report,2011). The motion never became law but instead brought forth a phenomenon that would forever transform the struggle for women's political liberation in Kenya. In this persistent struggle, by 2003, the KWPC moved from a 'movement' to a programme oriented organization, and has actualised the women's struggle into activities, implemented through the Women Regional Assemblies (WRA).

In responding to the dynamic socio-economic and political challenges and opportunities in their operating environment, the Caucus strategically changed name in 2007, to become the Caucus for Women's Leadership (CWL). Further, realising that women would continue to be locked out

of socio-economic and political opportunities until they understand and are empowered to engage these processes, our their business is now women's leadership empowerment and capacity building. Caucus membership is drawn from organizations and individuals who have demonstrated a commitment to promote a gender-responsive and democratic political system in Kenya. It is the Membership organizations that implement various Caucus programs and projects countrywide.

On governance, the overall decision-making body of the CWL is the Annual National Convention (ANC) to whom the Governing Council is answerable. The ANC comprises all County Assembly (Women Regional Assembly) members, founder organizations, Coalition partners/organizations, individual members and all other invited persons. The 17 members of the Governing Council are elected during the Annual National Convention and serve for 2 years.

The Governing Council is responsible for laying down strategy, policy and the implementation thereof. Eight of the 17 members are provincial representatives representing the Women Regional Assemblies in the eight provinces namely Nairobi, Coast, Eastern, Nyanza, North-Eastern, Central, Rift-Valley and Western provinces. The Executive Director, appointed by the Governing Council, oversees the daily running of the Secretariat and is an ex-official member of the Governing Council.

CWL has been able to achieve commendable achievements through financial support received from the Royal Netherlands Embassy (RNE), UN Women, African Women Development Fund, Centre for Development and Population Activities - CEDPA, Heinrich Boll Foundation, USAID/ACT Kenya, Open Society Initiative in East Africa - OSIEA among others (CWL Annual Report, 2011:5-6). This saw the funds increase from ksh 24.196 million in 2008 to ksh 27.302 million in 2013 and this is attributed to good relations with supporting partners.

1.2. Statement of the problem

Donors have always provided a common proposal and reporting template and guidelines to all NGOs for programs they seek to fund or the ones already funded (Bartle, 2012). However, the researcher has noted that despite the availability of these templates and guidelines, some NGOs still do not secure funding while others continually receive funds from the same donor agencies. Bartle (2012) indicates that, some of the management a non-profit tailor their presentation to the funding agency, but do not express a willingness to be interviewed personally by donors once their proposals are read, and this reduces their chances of securing funds . In addition, Smeddle (2010) noted that donors usually want a good concept paper of about 4 – 5 pages yet some NGOs still present a more than 5 page concept paper, which are not perceived well by donors.

Reporting to donors on the progress of the development activities that have been undertaken are either delayed, or not done. If they do, it's not according to the standards set by donors in the templates. For instance, a study was conducted in Kenya by the Aga Khan Development Programme in 2007 on GOK and CSOs collaboration. Seven CSOs namely: Plan International, Kenya Land Alliance (KLA), ActionAid International (AAIK), Southern Eastern African Trade Information and Negotiations Institute (SEATINI), African Medical Research Foundation (AMREF), and Legal Resources Foundation (LRF) formed the basis of the study. The study revealed that, out of the seven CSOs receiving GOK funds, only Plan International constantly communicated with the government on its programmes and operations.

The same study also revealed that in Samburu, the district livestock promotion officer could only recall one NGO having visited him to consult on programme formulation. In addition to that, another study was conducted by Hope Consulting, a strategy consulting firm in the USA in 2010,

to understand how donors think about their philanthropic gifts. More than 5,000 individual donors, 875 donor advisors, and 725 foundation officers were interviewed. The study revealed that most donors were not aware of the progress the NGOs made in utilizing their funds and that they would be willing to shift more billions in giving to top performing nonprofits if they had easy access to better information (Bob& Greg, 2012:p.11). The researcher therefore believed that the reason some proposals fail while others get funding lies in the way NGO's communicate, hence the reason to study the role of communication in fundraising for NGO's in Kenya.

Last but not least, from the literature reviewed, the researcher has also noted that the aspect of communication covered, is its roles in NGO management and operation. This is evident from the works of Richmond & McCroskey (2005), who stated that the functions of communication in NGO management and operation are to inform, regulate, integrate, manage, persuade, and socialize. This therefore, creates a research gap on the roles of communication in fundraising which has to be filled. From the above, it's clear that there is limited information and knowledge on the roles of communication in enhancing fundraising for NGOs. Due to this deficiency, the researcher sought to establish the roles of communication in enhancing fundraising for Kenyan NGOs by doing a comparative study of AAIK and CWL.

1.3. Objectives of the Study

The objectives of the study was to:

- 1) Establish the communication strategies employed by AAIK and CWL in fundraising.
- 2) To compare and contrast the communication strategies used by AAIK and CWL in purposes of fundraising.
- 3) To evaluate the effectiveness of the fundraising strategies used by CWL and AAIK.

- 4) To establish what approaches can be employed to improve communication as a tool of fundraising in AAIK and CWL.

1.4. Research Questions

- 1) What are the communication strategies employed by AAIK and CWL in fundraising?
- 2) What are the similarities and differences in communication strategies used by AAIK and CWL for purposes of fundraising?
- 3) How effective are the fundraising strategies used by CWL and AAIK?
- 4) What approaches can be employed by AAIK and CWL to improve communication as a tool for fund raising?

1.5 Significance of the Study

The findings of the study have shed light on the various communication strategies employed by AAIK and CWL which has also helped to explain the difference in funding milestones between the two NGOs. The findings will also enable the management of the two NGOs to compare and evaluate various communication strategies used in fundraising. In particular, they will be able to know specific strategies which will be attractive and appreciated by donors. Also, the findings of the study have revealed important areas which NGOs need to consider so as to secure more funding. They include: Using key communication streams such as media, advertising, delivering consistent messages across all streams and demonstrating the purpose by making a personal connection to the target audience, using compelling images and some aspects of branding which people like to see so as to get more funds.

In addition to that, the findings of the study have revealed the suitable approaches to adopt so as to improve the donor/NGO communication strategies. Lastly, the findings of the study will

contribute to the existing knowledge of fundraising and communication which can be used for academic reference.

1.6. Scope and Limitation of the Study

1.6.1. Scope

The study limited itself to donor agencies and two NGOs, one falling under service provider category and the other under advocacy. AAIK core objective was to find solutions to end poverty and injustice, hence a service provider NGO while CWL was formed to spearhead equitable participation in decision-making organs at all levels of leadership for a Kenyan woman, therefore, an advocacy NGO. Also, the two NGOs were chosen because of accessibility and readily available statistics on their operations from their head offices.

1.6.2. Limitations

These are factors that may adversely affect the outcome of the study (Kingori, 2013). The study was confined to Action Aid and Caucus for Women's Leadership, all located Nairobi. The study deliberately avoided studying other NGOs countrywide due to limited time, finance and the academic need to make the study manageable. A much wider scope was untenable, and therefore, necessitating such limitation.

Currently, there is inadequate literature on roles of communication in enhancing fundraising for NGOs especially in Kenya and therefore, the researcher, will rely on literature review of other countries in Africa and other parts of the world that have relevant information on the study topic. Also, errors or biases arose especially during sampling process due to several factors like variability of responses. However, the researcher was aware of the dangers and tried very much to overcome them through the use of rigorous methods in data collection in the field, processing and interpretation

CHAPTER TWO

2.1. LITERATURE REVIEW

Fundraising is a vital component of the day to-day activities of charitable non-profit organisations. Practitioner-oriented books and workshops tout the value of stewardship in cultivating relationships with annual giving and major gift donors (e.g., Matheny, 1999). By dedicating more time to donor relations, Worth (2002) says that incorporating stewardship into the fundraising process will result in increased donor loyalty to the non-profit. Many fundraisers struggle with deciding the best methods for developing relationships with donors. Contrary to its name, fundraising rarely focuses on soliciting for charitable donations. Instead, fundraising practitioners spend a majority of their time involved in the management of relationship cultivation between the non-profit organisation and its donors (Kelly, 1998).

Recent studies have shown that fundraisers are increasingly taking on more managerial duties than technical ones (Tindall & Waters, in press; Waters, 2008:48) as the competition for donor funds increases. Rosso (1991) asserts that non-profits should dedicate a significant amount of resources to relationship cultivation with their major contributors. The greater the amount of time and resources devoted to getting to know donors, the greater the likelihood of securing repeated contributions from donors (Hall, 2002:371). After making an initial small donation to a non-profit as a result of a direct mail or telephone solicitation, fundraising practitioners remain in contact with donors to educate them on how their donations were used so the organisation can work to build trust with donors by sending annual reports, newsletters, and personalised direct mail pieces.

During subsequent solicitations, practitioners aim to increase the individual's level of giving as the relationships with donors grow (Ritzenhein, 2000). Fundraisers use various strategies to

continue to nurture relationships with donors. Kelly (1998) suggests that fundraisers spend less than 10 percent of their time soliciting for donations, and subsequent authors confirm her suggestion (e.g., Oriano-Darnall, 2006). Instead, they use their time to inform donors about programmatic successes, new opportunities to expand the organisation, and the organization's financial and social accountability to its stakeholders.

When fundraisers spend more time using interpersonal communication strategies with major gift donors and personalised, organisational communication tactics to reach annual-giving donors, they are able to secure longevity for the organisation because they have created a healthy organisation-public relationship with donors. Hon and Grunig (1999) outlined overall dimensions of the organisation public relationship by operationalizing trust, commitment, satisfaction, and control mutuality. These concepts have also been identified and explored by Ledingham and Bruning (1998) in their numerous studies on relationship management. In the non-profit organisation-donor relationship, fundraisers often raise money for very specific programmes based on donors' interest.

After receiving charitable gifts, fundraisers must work to ensure that the contributions are used only for the programmes to which they were donated. If donations are misused, the relationships with donors are damaged because the trust is betrayed. The non-profit sector has seen numerous recent examples of abusive practices, including the American Red Cross' misdirection of contributions to the Liberty Fund (Carson, 2002) and the misuse of funds by the director of the United Way's national headquarters (Gibelman & Gelman, 2001). This mistake can be costly to a non-profit organisation because research shows that it is more cost effective to have an existing donor renew their gift than it is to pursue donations from new donors (Worth, 2002). It is not

enough for an organisation merely to act responsibly. They must also take proactive measures to inform publics about their successes and failures.

Through annual reports, website updates, and newsletters, fundraisers can keep their stakeholders informed about organisational activities (Heath & Coombs, 2006). For example, a non-profit that solicited for donations to improve community parks has an obligation to let donors who supported that programme know how the parks were improved. Reporting allows organisations to demonstrate their accountability to a variety of publics through the provision of accurate, detailed information (Ni, 2006). Given the large number of scandals in the non-profit sector in the previous decade, fundraisers need to make sure their financial information is available through their websites.

By providing their audited financial documents and tax forms, fundraisers can demonstrate financial accountability to donors. Given the increasing levels of doubt about how non-profit organizations use donations (Light, 2003), nonprofits must actively demonstrate that they are accountable to donors. Relationships with donors and other stakeholder groups cannot be maintained if organizations do not voluntarily share this information.

2.2. Persuasion as a tool of Fundraising

Persuasion is a process concerned with response shaping, response reinforcing, and response changing (Dillard & Pfau, 2002; Cameron, 2009). Goering et. al. (2011) succinctly explain that, “fundraising is largely a persuasive activity that seeks to convince donors to contribute to a worthy cause” (p. 229). Persuading involves changing minds. This can occur on an individual level all the way up to a national level. Gardner (2004) brings description to the persuasion levers. On one axis is the direct to indirect continuum. Direct includes face-to-face fundraising

and “direct” mail letters soliciting donations. Indirect includes the painting on the museum wall that impacts the viewer aesthetically.

The second axis is homogeneous to heterogeneous continuum representing the uniformity or diversity in composition of an audience. Specific theories of persuasion from psychology can offer very broad explanation as to which levers are pulled or which entry points are being utilized. Major categories include message effects models and fear appeals, attitude-behavior approaches, cognitive processing models, consistency theories, inoculation theory, and functional approaches. No single model alone is well supported by research (Dillard & Pfau, 2002, Cameron, 2009). Message effects models tap into how individuals learn and understand representational re-descriptions (recall the levers above). Fear appeals, considered inappropriate when crossing the line to coercion and manipulation, tap into affective processes, resonance and real world events levers.

Perhaps very applicable in philanthropy, attitude-behavior approaches may relate to the resonance lever and tap inter- and intrapersonal variables. Additionally, cognitive processing models tap reason, research and resonance levers through entry points such as visual, musical, interpersonal and naturalist. Functional approaches pull on reason, research, and resonance levers through many different entry points. Finally, and more likely of relevance in advocacy, inoculation theory may pull on the reason and research levers by pointing out erroneous understanding or incongruent perspective (Cameron, 2009; Dillard & Pfau, 2002 and Gardner, 2004). When a fundraiser is conversing with a donor in person or over the phone, she can employ the frames of persuasion via the spoken word.

Likewise, when she is drafting a grant or a fundraising direct mail appeal she can utilize this knowledge by way of the written word. When she shows a potential donor through the building

where she holds her program offerings, she is introducing a touch, or haptic, element in her persuasive appeal in order to increase impact and power of influence (Peck & Johnson, 2011). A final area of frames of persuasion comes through the specialized eyes of corpus linguistics and focuses on rhetorical, visual, and linguistic devices to achieve fundraising objectives. Promising rhetorical frames include appeals and moves. Of the three appeal types (credibility, affective, and rational), credibility is the most effective in fundraising according to Goering, Connor, and Nagelhout (2011).

Credibility appeals portray the writer and organization as trustworthy and legitimate. This is commonly done through showing the writer's first-hand experience, her respect for the audience's interests or point of view, her sharing of interests with the audience, or her good character and judgment. Handy (2000) identified trust as an important and key challenge to nonprofits in fundraising campaigns. Affective appeals focus on emotions by targeting the individual's views, painting a vivid picture, or using charged language. Rational appeals target one's reason through descriptive examples, narrative, compare and contrast, classification, facts and statistics, and many more. Bhatia (1998) explains that product differentiation, a rational appeal, is a key concept in fundraising discourse.

2.3. Proposal as a Fundraising Tool

Fundraising is an important part of the program planning process. Obviously, sufficient funds to operate a project are essential to its success. However, requesting money from a foundation is not the first step. Before making a formal request for money, an organization must have a clear idea of its project (Nelson, 2007). Writing a proposal for the project helps staff organize ideas and concepts and develop them into an effective program. A well written proposal should describe the importance of and need for the project as well as outline the organization's specific

plans for implementing it (Nelson, 2007). A proposal is an essential marketing document that helps cultivate an initial professional relationship between an organization and a donor over a project to be implemented.

The proposal outlines the plan of the implementing organization about the project, giving extensive information about the intention, for implementing it, the ways to manage it and the results to be delivered from it (Waters, 2008). The proposal has a framework that establishes ideas formally for a clear understanding of the project for the donor. The trend of inviting proposals for contracting development programmes began with the allotment of substantial resources for development that triggered off the mushrooming of NGOs around the world (Nelson, 2007). Enormous opportunities existing in the sector have led to the trend of making proposal writing a profession. A foundation receives many requests for money from a variety of organizations for a range of project ideas.

All the proposals compete for the limited amount of money available from the funding agency (Handy, 2000). Before awarding a grant, a foundation determines the value of the proposed initiative. In order to increase the chances for serious consideration, it is very important that a proposal contain detailed and organized information about the project (Waters, 2008). For example, it is unlikely that a foundation will consider a vague request for money to provide sex education and information to out-of-school youth. On the other hand, a foundation will be more interested in a proposal that describes the need for such a program and outlines the objectives, strategies, staffing and specific budget (Mathenny, 1999). Such information assists the foundation in assessing the project and in making a final decision about funding it.

Every foundation has special areas of interest and usually only funds programs that address these interests. Therefore, it is important that an organization research the philosophy of a foundation to determine the potential interest in funding a certain project. Once program managers have identified a funder or funders centrally concerned with their issue, they should write to the agency or agencies to request additional information, such as an annual report, funding guidelines (Nelson, 2007). This type of information can provide a clearer idea of the typical nature of projects a foundation funds, the average amount awarded, etc.

According to Nelson (2007), there are, some general guidelines which apply when writing any proposal. They include: Summary, which provides a concise overview of the entire proposal and includes information on the organization, problem or need, project duration, objectives, strategies or methods, and the total funds requested. Although it is at the beginning of the proposal, this section is written after the proposal itself has been written. Introduction which gives a brief profile of the organization submitting the proposal. It states the agency's background, purpose, and qualifications for conducting the proposed project. The introduction can also include endorsements from other agencies.

Problem or Needs Statement is another component which describes the problem the proposed project intends to address. It offers proof of the need for the program and should include statistics and other factual documentation. Program Objectives lists the expected outcomes, or results, of the proposed project. The objectives are possible solutions to the stated problem or need. Methods section which explains in detail how the organization intends to accomplish the stated objectives. In other words, this section discusses in detail the project activities and how, by whom, and when they will be carried out during the project.

Evaluation section which describes how the progress and success of the program will be measured. Evaluation strategies will depend in part on an individual foundation's requirements as well as on the nature of the project's objectives. Other and Future Funding section which outlines an organization's plans to obtain alternate and additional funds to conduct other aspects of the project and/or to continue the project after the proposed grant expires. In many cases, a foundation will only grant partial funding for a project. Nevertheless, funders are interested in an organization's other sources of money, for both current and future program activities.

Budget which outlines how the requested funds will be spent, and also how the money received from other sources will be allocated should also be included. The budget "should be a realistic estimate of all costs involved in implementing and operating the project Cost estimates should be broken down into logical categories, such as salaries, supplies, rent, etc. Appendices which provide the opportunity to include additional supportive information without making the text of the proposal long and disjointed.

Such attachments might include the results of a preliminary needs assessment survey, the organization's annual report, and staff biographies. Cover Letter which is used by the organization to ask the foundation to consider the proposal, briefly summarizes the purpose of the project, states the amount requested, and suggests follow-up action (e.g., meetings, more information to be sent, etc.).

2.4. Models of fundraising

Approaching fundraising from a public relations perspective, Kelly (1995) identified four historical models of fundraising. In the fundraising context, the press agency model is one that relies on emotion to motivate donors. 'Use of the emotional rather than the educational approach to getting money for popular philanthropy continues, though perhaps not the same extent as was

practiced in the early 1920s' (Kelly, 1998, p. 175). Used to create propaganda for a cause, this model has the intention to change the message receiver's behavior, and truth is not an essential factor.

Communication from the organization to the public is a one-way avenue: information spews forth from the organization yet few comments, responses or concerns are returned to the organization. Manipulation, emotions and control are the foundation of this model, thus making it the oldest, most unethical and most irresponsible of the four models.

Corporations and government agencies that were thrashed in the muckraking press of the 1920s developed the public information model. Recruiting reporters to serve as 'in-house journalists', corporations then depended on the positive stories created. Truth and accuracy are important in this communication model, but persuasion – stemming from one-way information flow from the organization to public only – is still a key element in its practice.

In terms of fundraising, the interests of the donor are outstripped by the interests of the organization. Targeting the 'enlightened donor' is the goal of the public information model. While disseminating needs information, the fundraising based in this model is truthful and depends on the rational interpretations of intelligent donors (Kelly, 1991).

The two-way asymmetrical model introduced scientific research to public relations, enabling practitioners to seek information from and disseminate information to publics. Introduced by Edward Bernays, persuasion, propaganda and manipulation could be used in the two-way asymmetrical model to engineer the public's consent toward organizational objectives and goals.

Bernays (1955) wrote that persuasion is fundamental to the practice of public relations. The reliance and propensity to push publics into compliance creates an alignment between this model and the first two models. Grunig and Hunt (1994) called this model selfish ‘because the organization that uses it believes it is right (and the public is wrong) and that any change needed to resolve a conflict must come from the public and not from the organization’ (p. 8).

The purpose of this fundraising model is to scientifically persuade donor giving. It is dependent on accessibility to donor publics, and results are evaluated by dollar totals. Fundraising practitioners conduct research to identify and predict donor patterns of donors. Understanding the behavioral motivations of donors – alumni, friends, corporations and foundations – help practitioners craft messages and needs to match those of donors. In certain instances, universities willing to raise funds will change programs or services to attract gifts.

Similar to the two-way asymmetrical model, the two-way symmetrical model uses research to understand motivations and attitudes. Research is used to facilitate understanding and communication rather than to identify messages most likely to motivate or persuade publics (Grunig and Hunt, 1984). The research and communication feedback channels allow for changes in behavior within the organization and among the publics.

The two-way symmetrical model is grounded in a concept of communication exchange bases on mutuality and cooperation. According to Grunig and Hunt (1984) and Kelly (1998), the communication values and principles of the two-way symmetrical model are most likely to yield organizational excellence. Rather than persuasion as a fundamental principle, negotiation is used to address issues with internal and external publics and mutual understanding is the foundation of this model. On the basis of the tenets of collaboration, negotiation, conflict resolution and

balanced communication, this model is dependent on donor negotiation and agreement with the organization's mission, purposes and services.

2.5. Persuasion Theory of Communication

The presence of competition requires nonprofits to communicate the best persuasive appeal one can make for their organization's cause. This would be done by deciphering which persuasive tactics would be most effective for specific situations. Persuasion is a process concerned with response shaping, response reinforcing, and response changing (Dillard & Pfau, 2002; Cameron, 2009:311). Goering et. al. (2011:229) succinctly explain that, "fundraising is largely a persuasive activity that seeks to convince donors to contribute to a worthy cause". Two important aspects of persuasion that are related to grant writing and obtaining funds are credibility and psychological consistency. Credibility is defined as the "judgments made by a perceiver concerning the believability of a communicator" (Gass and Seiter, 2007:75).

The concept of credibility involves both primary (e.g., expertise, trustworthiness, and goodwill) and secondary (e.g. sociability) dimensions that relate to nonprofit fundraising (p. 77). Psychological consistency, specifically the Consistency Theory (Gass and Seiter, 2007: 56) argues that when one does not act or behave consistently with their inner systems (such as their beliefs, attitudes and values), they feel discomfort and are driven to reduce the inconsistencies (p. 56). In this manner, credibility is examined via the persuasive message that nonprofits use to obtain funding, and psychological (in)consistency is examined to understand the affect these messages may have on potential donors who are exposed to the persuasive appeals (e.g., approving grants).

Every nonprofit organization relies heavily on fundraising and giving through grants to continue to serve the population that exists within their missions. Grant writing is a core tactic used by nonprofit organizations to raise money. Within grants, one is able to inject a persuasive need for the donation and is able through words to establish a compelling case for their cause (Dillard & Pfau, 2002). However, there is more behind this process than writing heart-jerking stories in hopes it will make grant holders feel an emotional obligation to approve a grant. Beyond the writing are relationships that are developed and maintained to project public face of an organization, through which organizations credibility is established.

The notion of credibility encompasses aspects of expertise, trustworthiness, goodwill, and sociability and the leader of the organization needs to be seen as credible to have an easier time forging these connections. Leaders such as Program Directors or Executive Directors in these roles need to possess certain qualities that make them effective to lead. Dobbs and Nanus (1999:22), authors of *Leaders who make a difference*, suggest that for a leader to be effective in the tasks he/she is responsible for performing they must be honest, a forward thinker, inspiring, competent, caring and loyal.

Overall, building relations is the core of where persuasion techniques take place to gain funding for nonprofit organizations. Dobbs and Nanus (1999:204-205) discuss that for individual donors, religious beliefs and/or family practices will reflect beliefs and attitudes that underlie motivations to donate. These details can be used in an ethical persuasive manner to create “tighter bonds, stronger interest, and incentives for sustained and even increased giving...this knowledge gives the leader leverage and an inside track when appealing for support”.

Another suggestion that Dobbs and Nanus (1999:206) offer relates to psychological consistency by incorporating sequential persuasion and credibility in the persuasion process. An aspect of sequential persuasion (the order in which you make requests to achieve the most effective persuasive impact) is pre-giving. Pre-giving is the act of offering gifts or favors prior to a persuasive appeal so the donor/sponsor is more likely to comply (Gass and Seiter, 2007:209). Applied to the nonprofit realm, Dobbs and Nanus (1999:206) suggest reinforcing relationships with donors by featuring a story on them, publicly recognizing them at an event, naming something in their honor, or giving them an award.

This strategy links to credibility in that the organization is demonstrating goodwill by showing they appreciate and care about their donors' interests, while simultaneously building support for and recognition of their cause. Both credibility and psychological consistency play an active role in writing the proposals and the concept is simple; proposal writing resembles a competition.

2.6. Communication Strategy

Competition in the non-profit world has intensified in recent years, and non-profit managers are challenged to devise strategies that will serve both organizational needs and public interest (Chetkovich & Frumkin, 2002). The longstanding tradition of cooperation in the non-profit sector is facing powerful pressures that are driving it toward greater competition (Richie & Weinberg, 2000). According to Stone et al. (1999) non-profits pursue both competitive and cooperative strategies; competitive strategies are those used by nonprofits to pursue new revenue streams while cooperative strategies are those that link the focal organization to others to pursue common funding flows or client referrals.

Based on their study, more research attention needs to be placed on aspects of non-profit competitive or market driven strategies than cooperative strategies that are relatively well documented. According to Barry (1986) as cited in Friedman (1999), strategies that are used by many non-profits in the competitive arena include: Growth and diversification of funding sources to increase their influence in the environment; mergers, consolidations, joint ventures, and sharing of services with one or more other non-profits; decisions to "downsize" or "right size"; concentrating on a specific market niche; using surpluses from one activity to bolster a less lucrative activity; making contracts to provide service to governments or other organizations; upgrading and professionalizing staff capabilities; reliance on volunteers or other cost-saving methods of reducing labor costs; and going out of business.

Another way of looking at strategies utilized by non-profit organizations to compete is through the use of Professor MacMillan's competitive strategies matrix (Allison & Kaye, 2005). This matrix was developed to help non-profits assess their programs within the context of a market economy and within a reality of decreasing funds to support needs of clients. The matrix is based on the assumption that duplication of existing comparable services among non-profit organizations can fragment the limited resources available and leave all providers too weak to increase the quality and cost effectiveness of their services. The matrix also assumes that trying to be all things to all people results in mediocre or low quality service and that non-profit should focus on delivering higher quality service and in a more focused way.

MacMillan assessed current or prospective programs according to four criteria: fit with mission, potential to attract resources, competitive position and alternative coverage (Allison & Kaye, 2005). Fit with mission means the degree to which a program belongs or fits within an organization; program attractiveness means the degree to which the program is attractive to the

organization as a basis for current and future resource deployment; competitive position means the degree to which the organization has, or is acknowledged to having, superior potential to support the program; and alternative coverage means the extent to which alternative organizations can, or are inclined to, serve the target of the program (Allison & Kaye, 2005).

Clarifying the mission of the organizations is a key step in strategy formulation. It is therefore important for the strategist to identify the key groups which have a vested interest in the future of the organization and on whom the organization will depend for support, and also to assess what power and influence they have to shape and support the mission (MacMillan, 1998). The mission of the organization needs to be redefined as the organization grows or as a result of competitive pressures in the environment that alter an organizations operations (Pearce & Robinson, 2003).

Any non-profit seeking to formulate a strategy should begin by establishing its mission accomplishment measures which are the indicators of effectiveness (Sheehan, 2009).

They should be concerned more with accomplishing their mission and making a difference for society (Sheehan, 2009). Other strategies utilized by non-profits in accessing donor funding are: Building relationships with the donor community through effective donor identification and development, building a network of partners for gathering intelligence and building awareness about your organization (Development Grants Program, 2011), building strong business development and proposal writing teams and technical capacity to develop quality proposals in order to be attractive to the donor(Santos, 2011; Development Grants Program, 2011); and having strong systems in place to include grants management, financial management and program implementation systems (Santos, 2011).

The charity market is increasingly fragmented with a handful of very large charities dominating the market in terms of marketing expenditures. These larger and better resourced charities tend to lead in terms of fundraising and use of marketing strategies, and have been able to attract more funds to the detriment of smaller charities (Sargeant, 1995 as cited in Chew, 2005). A keen review of literature reveals limited research attention on competitive strategies within the NGO sector and in particular with a focus on the effectiveness of the employed strategies. Stone et al. (1999) argues that there is need for more research on strategies that non-profits pursue. In the Kenyan context, little research has been done on competitive strategies.

A study was conducted by Arasa and Kioko (2014:10) on analysis of NGO competitive strategies in Kenya, a case of HIV/AIDS focused NGOs. Study findings indicated that the most popular strategies used in achieving specific organizational goals, purposes and objectives were: Positioning strategy to achieve positioning and visibility to the donor; internal development strategy to develop quality proposals; and collaborative strategy to learn and grow in new areas. These all had a positive response rate of more than 50% with the highest being the positioning strategy at 73.3%, followed by the internal development strategy at 70% and then collaborative strategy at 56.7%.

2.7. Strategy Effectiveness & Evaluation

Strategy evaluation is a key component of operating and sustaining effective nonprofit organizations and it provides systematic information about the results of your programs and their contributions to individual and community change (Lanzerotti, 2005). That is, its research that involves asking focused questions about your organization, gathering information that will answer these questions and analyzing and documenting the answers. Developing and

implementing an evaluation strategy of your own can help you get ahead of funders' requests for information about your programs (Lanzerotti, 2005).

There are a number of tools and strategies that can be employed to measure the efficiency of your fundraising, highlight strengths and weakness and showcase opportunities to make a greater impact. Evaluating an organization's fundraising performance is not just something that is used internally by management, but also by prospective donors keen to support organization's that offer the most impact for their contribution (Toal, 2013).

The value of measuring and recording an organization's fundraising performance increases exponentially over time. Quality records can even alert the organization when it is necessary to change tactics or reallocate resources if one income stream is struggling or if another is doing significantly better than expected (Toal, 2013).

Yearly records will showcase organizations performance on the same activities the previous year, helping to inform it on whether its output has increased or diminished. The measurement of fundraising performance also yields additional value by demonstrating how the allocation of resources affects performance as well as where best to allocate resources and when. This will enable the organisation to focus its resources on the activities with the greatest return on investment.

According to Toal (2013), three of the most commonly used measures of fundraising performance that will inform an NGO on strategic decision making, planning, activities and deployment of resources. These tools will allow the organization to elevate its knowledge beyond basic fundraising totals that provide quality information but lack sufficient depth to reveal the true value of its fundraising efforts. These measures include: FACE, which is the ratio

of fundraising and administrations costs as a percentage of the total costs of running the organisation.

Another measure is cost per dollar raised. For many organisations, Cost per dollar raised, or its local currency equivalent, is one of the primary indicators of fundraising performance. Essentially, it allows the NGO to calculate how much money it spends to raise just a single dollar. This is often displayed as \$0.25 per \$1 raised. Lastly, average gift size is another measure used for evaluation of NGOs strategies. This measure is calculated by totaling all donations into an organisation over a specified period of time and divide it by the total number of unique contributions.

2.8. Approaches to Communication Problems

In this complicated philanthropic sector, people are overwhelmed by numerous messages from a wide selection of organizations (Stride & Lee, 2010:108).The economic crisis that faced the world does not make matters easier. Light (2008) predicted that at least 100,000 nonprofit organizations would be forced to close their doors by 2010. To thrive in the new era of not-for-profit management, charities ought to learn how to compete successfully and rethink their reaction to the concept of competition in the nonprofit sector (Brinckerhoff, 1997).

One of the ways in which charities are responding to this increased competition is by adopting commercial communication and branding techniques (Tapp 1996:327; Ritchie et al. 1998:27).Communication orientation can help to raise awareness amongst target audiences (Hankinson 2005), build loyalty within donor and supporter groups (Ritchie et al. 1998:26-27) and facilitate donor choice (Hankinson 2005). Tenets of good branding and communication will be more critical to Nonprofit organizations as there is less money forthcoming from corporate, government, and individual donors. A nonprofit organization with a clearly differentiated

communication strategy promise, a track record for executing it, and a culture with a well-defined sense of purpose is better placed to survive economic turmoil than one that has not placed some emphasis on branding (Roth, 2009).

In the same breath, the nonprofit brand has taken a new shift and is now seen as having a broader and more strategic role in an organization's core performance, as well as having an internal role in expressing an organization's purposes, methods, and values (Kylander & Stone, 2012). To address the role of the brand in the nonprofit context, Kylander and Stone (2012) have developed the Nonprofit Brand IDEA framework. The IDEA stands for Integrity, Democracy, Ethics and Affinity. Brand Integrity means that the external image of the organization is in sync with its mission.

Brand Democracy means that the organization trusts its internal and external publics to communicate the organization's core identity, without the need of „policing“ how the brand is presented. Brand Ethics means that the brand embodies the core values and culture of the organization. Lastly, Brand Affinity means that the brand is not self-absorbed, it encourages collective interests and brings on board partners and collaborators. Nonprofits can thus evaluate the role that the brand and communication identities play in their organization with greater clarity.

2.9. Research Gap and Conceptual Framework

2.9.1. Research Gap

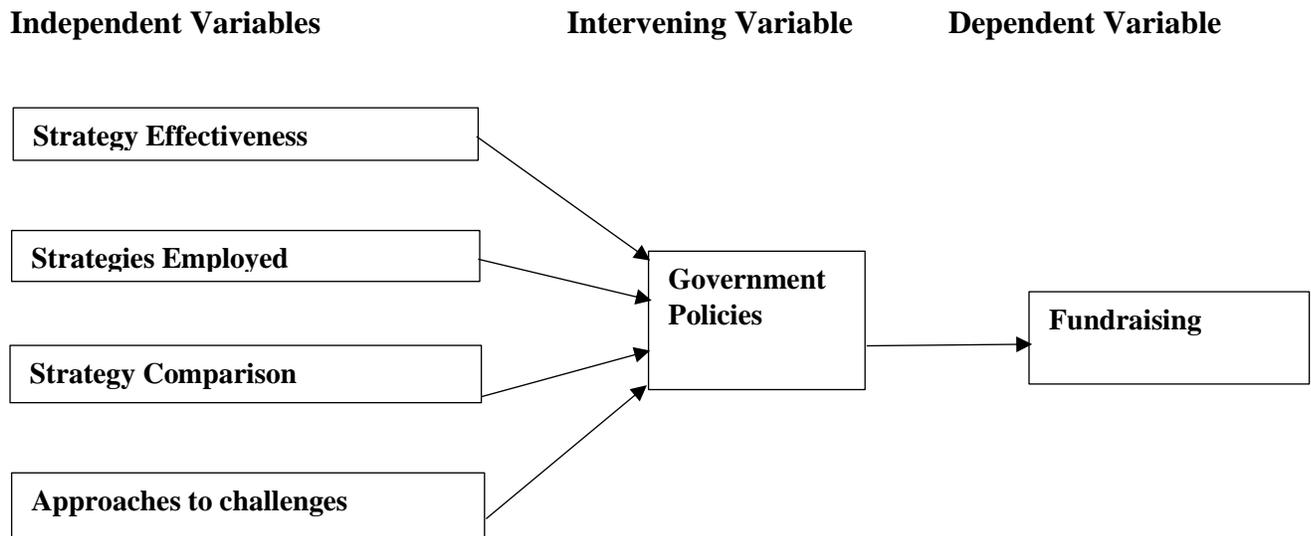
From the numerous literature and studies reviewed, the authors only discussed the various elements of communication and fundraising but there is still a gap on the roles of communication in enhancing fundraising for Kenyan NGOs, a comparative study of AAIK and CWL. Therefore,

to fill this gap, this study will provide insight on the roles of communication in enhancing fundraising for Kenyan NGOs.

2.9.2 Conceptual Framework

The study was guided by the conceptual framework shown below relating to dependent and independent variables. In this framework, there are four elements independent variables namely roles of communication, communication strategy, communication challenges and approaches to communication challenges which will have an impact on fundraising (dependent variable). Also, there is an intervening variable (Government policies) which will act as a moderator between dependent and independent variables.

Diagram 2.1: Conceptual Framework



Source: Author (2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This chapter presents a background against which data was collected and introduces various methodological aspects of the study. It provides a description of the survey population, research design, techniques used in data collection, process and analysis.

3.1. Research Design

Internal desk review approach was employed. This involved visiting KCDF as a donor agency and reviewing the proposals submitted to them by AAIK & CWL. This approach was adopted because it was successfully used by Columbia, Dwivedi & Godallage (2012) in assessing the achievements of the United Nations Population Fund (UNFPA) 5th Country Programme for Royal Government of Bhutan. Besides that, it enabled the researcher obtain much information internally which are relevant to the study.

3.2. The Target Population

Target population comprised all the donor agencies funding AAIK and CWL as listed in the table below:

Table 3.1 List of Donors

NGO	Donors
AAIK	UKAID, Governments of Kenya, Brazil, Australia, Spain, USAID, Rockefeller Brothers ,and Safaricom foundations, DFID, UNDP,KCDF
CWL	RNE, SIDA/UNWOMEN, African Women Development Fund, Urgent Action Fund, CEDPA, Global fund for women, Heinrich Boll Foundation, Canadian Embassy, USAID/ACT, HIVOS, Open Society Initiative in East Africa - OSIEA , KCDF and the Government of Kenya.

3.3. Sampling Design and Methods

Purposive sampling was used to select KCDF which has funded AAIK & CWL for a period of more than one year. This is in accordance with (Prashant &Supriya, 2010:56-57) who noted that purposive sampling is used where the sample is chosen based on what the researcher thinks is appropriate for the study.

3.4. Data Collection Methods and Procedures

3.4.1. Data Collection Methods

Document analysis was used to obtain secondary information relevant to the study from proposals, institutional records, and annual reports of AAIK and CWL submitted to KCDF.

3.4.2. Data Collection Procedures

The procedure adopted during data collection involved visiting the donor agency (KCDF) and reviewing proposals and fundraising and communication manuals of AAIK and CWL so as to

obtain relevant information. A proposal checklist which contains Cover letter, title page, summary sheet, project description, goals& objectives, activities, input & output, impact, beneficiaries, sustainability, methodology, attachments & budgets as suggested by Zonn(2008) was used as a guideline in data collection.

3.5. Validity and Reliability of Research Instruments

Validity means applying correct procedures to find answers to a question (Kothari, 2004). The study applied content validity as a measure of the degree to which data obtained from the research instruments meaningfully and accurately reflect the theoretical concept. Test re test technique was used to test reliability of research instruments.

3.6. Data Analysis and Presentation

Qualitative data collected was coded and listed to obtain and identify patterns, relationship and proportions within and between categories appropriately and presented using quantitative narratives.

3.7. Ethical Issues in Research

The study adhered to ethics by getting consent from management of KCDF to conduct the study in their organizations and all material information obtained from them was strictly used for education purposes and treated with utmost confidentiality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the data obtained from the field using desk review and an interview guide as a tool. The main objective of the study was to assess the role of communication in enhancing communication in Kenyan NGOs: a case of AAIK and CWL. This chapter presents an analysis of the results of the desk review and an interview guide and the findings as compared to the findings in the literature review. General information on the NGOs is also provided.

4.2 General Information

4.2.1: Years of Operation

The study sought to find out how long AAIK and CWL have been in operation in Kenya. This was thought important to find whether they have capacity to fundraise locally and also assess whether financial stability is factor in fundraising.

Table 4.1: Table showing number of years the two NGOs have operated in Kenya

NGO	Year Established	Years of Operation to Date
AAIK	1972	42 Years
CWL	1996	18 Years

Source: Field survey 2015

From the findings, both AAIK and CWL have been operation in Kenya for more than 10 years hence they meet the threshold for the study which is minimum two years of operation. From the findings, AAIK still fundraises in Kenya despite their 42 years of operation. They still depend on

donors for their programmes to be implemented. CWL has only been in operation in Kenya for the last 18 years stay.

4.2.2 Target Audience in Communication

The study sought to find out who are the main audience(s) targeted by AAIK and CWL when communicating. This was thought important in that it helped in defining the different audiences that AAIK and CWL communicate with and the different channels and strategies employed while communicating with the audiences.

Table 4.2: Table showing the target audience during NGO communication.

Target Audience	AAIK –Likert Scale Rank	CWL –Likert scale rank	Average
Donors	5	5	5
Beneficiaries	4	3	4
Affiliations	3	4	4
Other Stakeholders	2	2	2

Source: Field survey 2015

From the table, it's evident that donors are the main audience with a scale of 5 followed by beneficiaries and affiliate organizations tying with an average of 4 while other stakeholders are the least preferred with a scale of 2.

4.2.3 Duration of Donor Support

The study sought to find out the number of years specific donors have supported AAIK and CWL. This was deemed important in analyzing the kind of relationship AAIK and CWL has had with its donors over the duration of their operation.

Table 4.3: Table showing the number of years the NGOs have received donor funds.

Donor	NGO Supported	Duration of Support - Years
KCDF	AAIK	7
KCDF	CWL	5

Source: Field survey 2015

From the table above, it's evident that the two NGOs have received donor funds for a period of more than 5 years. This indicates that the NGOs have met the minimum threshold of two years of donor funding for this study. It also shows that AAIK has had a long-term relationship with KCDF as opposed to CWL.

4.2.4 Sources of Funds

The study sought to find out the Sources of funds held by AAIK and CWL because they have diverse income sources. This was thought important to help highlight which donors give them the most funds consistently.

Table 4.4 Table showing main sources of AAIK & CWL funding

Source	AAIK	CWL	Average
External Donors	77%	91%	84%
Other Sources	19%	2%	10.5%
Membership Fees	4%	7%	5.5%
Total	100%	100%	100%

Source: Field survey 2015

The table above shows the major source of funding for AAIK and CWL is external donors with an average rate of 84% followed by other(s) with 10.5% and membership fees with less 5.5%. This means that AAIK and CWL are totally dependent on the external donors going by the amount of funds they receive from them.

4.2.5 Number of proposals submitted in the last Two years

The study sought to find out the number of proposals submitted by the two NGOs in the last two years. KCDF sent for calls for proposals and AAIK and CWL responded to the calls as below. It was thought important to establish whether there is a relationship between the number of proposals and the funds received.

Table 4.5 Table showing number of proposals submitted by AAIK & CWL to KCDF

NGO	Proposals Submitted
AAIK	15
CWL	9

Source: Field survey 2015

The table above shows that AAIK has submitted more proposals than CWL in the last two years. This indicated AAIK is more aggressive in seeking funds than CWL. It therefore means that the more the proposal calls a charitable organization responds to; the higher their chances of getting funds.

4.3 Communication Strategies Employed in Fundraising

The study sought to find out the communications strategies employed by AAIK and CWL in fundraising as one of the objectives. The findings were as follows:

Both NGOs have adopted E-Marketing as a way of communication. This is evident from websites, and e-newsletters links provided in the proposals under organizations contacts. Also, both organizations have adopted the use of social media in communication to enhance fundraising. AAIK has provided Facebook twitter, LinkedIn, instagram pages on its proposals while CWL has provided Facebook and twitter pages.

On communication personnel, AAIK has programmes personnel who deal majorly with proposal writing and communication experts who handle both internal and external communications with donors and other stakeholders. On the other hand, CWL has only programmes personnel who double up as proposal writers and communicators.

Feedback also has been used by the two NGOs as a strategy to reach out to donors and other interested parties for prompt action. AAIK has a policy of providing feedback on status of projects being implemented in a fortnight while CWL does the same quarterly. This implies that AAIK is in frequent communication with donors than CWL. Lastly, both NGOs adopted financial strategies such as allocating funds in its budgets for communication. This ensures that its proposals and the information that goes to donors are of good quality and continuously done because all the costs related to it are covered.

4.5 Strategy Comparison

The study sought to compare and contrast the communication strategies adopted by AAIK and CWL in fundraising. From the findings, the researcher noted that:

Both NGOs have adopted digital platforms in communication. This is evident from the use of communication assets such as websites, and e-newsletters services. Also, both organizations have adopted the use of social media such as Facebook, twitter, LinkedIn, instagram in communication to enhance fundraising.

AAIK has adopted the use of stories to support its cause for raising funds while CWL does not. On issues related to fundraising and communication personnel, proposals writing and communication are handled by different personnel in AAIK while the two activities are handled

by the same personnel in CWL. AAIK has more budget allocation for communication than CWL does not.

4.6 Strategy Evaluation

The study sought to evaluate the worth of financial strategies adopted by AAIK and CWL as one of the objectives. Various measures as proposed by Toal (2013) were used. This was thought important as it highlights the relationship between financial investment in communication for fundraising and the expected return on investment.

Table 4.6: Table showing AAIK Financial Summary

	2014 – US \$	2013 – US \$
Total Funds Raised	6,366,200	6,279,100
Fundraising & communication cost	1,585,800	1,834,000
Administration cost	1,278,050	1,236,750

Source: AAIK Trustee Report and Account, 2014.

The above table shows financial summary of AAIK which has been used to calculate the cost per dollar rate for the purpose of strategy evaluation.

Table 4.7: Table showing CWL Financial Summary

	2014 – US \$	2013 – US \$
Total Funds Raised	270,994	273,020
Fundraising & Communication cost	97,642	90,067
Administration cost	165,450	159,320

Source: CWL Annual Report, 2014.

The above table shows financial summary of CWL which has been used to calculate the cost per dollar rate for the purpose of strategy evaluation.

From the tables above, from 2013 -2014, AAIK seem to realize an increase in donor funds and administrative costs while fundraising cost has dropped. This means the strategies employed were viable .For CWL, donor funds and administrative costs have dropped while fundraising cost has increased, hence the strategies employed did not produce a good result.

The below Cost per dollar rate as suggested by Toal (2013) was used.

- Cost per Dollar Raised Rate = $\frac{\text{Fundraising Cost}}{\text{Total Funds Raised}} \times 100$, for 2014,

- i. AAIK = $\frac{1585800}{6366200} \times 100 = 25\%$

- ii. CWL = $\frac{\text{Fundraising Cost}}{\text{Total Funds Raised}} \times 100 = 36\%$

From the above measure, AAIK uses 25% of its resources to raise funds while CWL uses 36% to raise funds, yet they still realize a drop in their donor funds as compared to AAIK which has seen an increase in donor funds.

4.7 Approaches Employed to Improve Communication as a Fundraising Tool

The study sought to establish various approaches adopted by AAIK and CWL in improving communication as a fundraising tool as one of the objectives.

From the findings, the researcher noted that the NGOs under study experienced several communication problems ranging from developing clear communication strategies with a well-defined goals and objectives, poor utilization of proper communication channel, tying communication to fundraising initiatives and not encouraging donors to give especially CWL.

Also, the findings indicated that CWL was not able to define its audience well as compared to AAIK.

Despite all these challenges, the study revealed ways on how these challenges can be reduced. These ways include: utilizing all key communications streams such as media, advertising, delivering consistent messages across all streams; demonstrating the purpose by making a personal connection to the target audience; using communication channels that donor segments use and trust; tying communication to fundraising initiatives by ensuring the message is sync with fundraising goals; using compelling images which people like to see and finally adding social proof which demonstrates that others have supported the cause and that money has been raised.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key findings, conclusions drawn from findings and recommendations made. The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to determine the roles of communication in enhancing fundraising for Kenyan NGOs: A case of AAIK and CWL. From the analysis of data collected, the following discussion, conclusions and recommendations were made.

5.2 Discussion

Both NGOs have adopted digital platform in communication by using Facebook twitter, LinkedIn, Instagram to pass information to donors, beneficiaries and other stakeholders. This ensures that many stakeholders are able to follow the NGOs activities online and get up to date information. This is in accordance with (Heath & Coombs, 2006) who indicated that through annual reports, website updates, and newsletters, fundraisers can keep their stakeholders informed about organisational activities and this translates into more funding from members as membership fees, donors and other well-wishers.

In addition to that, AAIK has adopted the use of stories to support its cause for raising funds. These stories are written about the needy people who need assistance, posted on the website to catch the attention of visitors and well-wishers. The study also found out that AAIK has programmes personnel who deal majorly with proposal writing and communication experts who handle both internal and external communications with donors and other stakeholders. The

communication experts have been brought on board to be able to persuade and convince existing and potential donors so as to increase its funding base just as was observed by Goering *et al* (2011:229) that fundraising is largely a persuasive activity that seeks to convince donors to contribute to a worthy cause. CWL has only programmes personnel who double up as proposal writers and communicators, hence their low funds can be attributed to absence of communication experts who disseminate information and present it to stakeholders in the required form.

Feedback also has been used by the two NGOs as a strategy to reach out to donors and other interested parties for prompt action. AAIK has a policy of providing feedback on status of projects being implemented in a fortnight while CWL does the same quarterly. This implies that AAIK is in frequent communication with donors than CWL. Embracing the aspect of feedback has also been seconded by scholars like (Ni, 2006) who observed that reporting allows organisations to demonstrate their accountability to a variety of publics through the provision of accurate, detailed information and this will increase their funds from interested parties.

Both AAIK & CWL have adopted financial strategies such as allocating funds in its budgets for communication. This is in accordance with (Hall, 2002:371) who observed that the greater the amount of time and resources devoted to getting to know donors, the greater the likelihood of securing repeated contributions from donors. Therefore, continuous receipt of donor funds from donors by AAIK & CWL can be attributed to this. Similar views were shared by Rosso (1991) who asserted that dedicating a significant amount of resources to relationship cultivation with major contributors will improve ties and encourage more funds from donors.

From Cost per dollar rate, AAIK uses 0.25\$ for every dollar raised while CWL uses 0.36\$ for every dollar raised. This according to Toal (2013), strategies employed by AAIK are more

effective than those employed by CWL because AAK uses a smaller rate per dollar compared to CWL and has seen its funds increase while CWL funds have reduced.

Despite the challenges NGOs face in using communication as a fundraising tool, some suggestions from the finding on how to improve communication include utilizing all key communications streams such as media, advertising, delivering consistent messages across all streams. This has well been adopted by AAIK leading to increased funding.

Both NGOs have demonstrated the purpose by making a personal connection to the target audience and this has made to remain in operation to date. AAIK uses compelling images and some aspects of branding which people like to see and this has seen them get more funds. This is in accordance with observations made by Tapp (1996:327) and Ritchie *et al* (1998:27) .AAIK also uses social proofs which demonstrates that others have supported the cause and that money has been raised. This is not the case with CWL, and this makes them unattractive to potential donors leading to low funds.

5.3 Recommendations

Both NGOs have adopted E-Marketing and the use of social media in communication to enhance fundraising. This is evident from websites, and e-newsletters links provided in the proposals under organizations contacts. This indicates that the NGOs are using modern technology which is fast and efficient in communication so as to enhance their chances of getting more funds from donors and compete effectively with other NGOs. Therefore, the two NGOs should continue using these avenues in communication. Feedback also has been used by the two NGOs as a strategy to reach out to donors and other interested parties for prompt action. AAIK provides

feedback frequently compared to CWL and this has seem to work well in improving its funding base. Therefore, CWL should adopt the same by frequently giving feedback to donors.

On communication personnel, AAIK has programmes personnel who deal majorly with proposal writing and communication experts who handle both internal and external communications with donors and other stakeholders. On the other hand, CWL has only programmes personnel who double up as proposal writers and communicators. This clearly indicates that AAIK has adopted the management principle of segregation of duties, which is a recipe for efficiency, specialization and effectiveness, while CWL has not. Therefore, CWL should ensure communication and proposal writing are handled by separate experts to ensure division of labour and encourage specialization.

Also, both NGOs have adopted financial strategies by allocating funds in its budgets for communication. This ensures that its proposals and the information that goes to donors are of good quality and continuously done because all the costs related to it are covered. The NGOs are encouraged to maintain this practice. AAIK has adopted the use of stories as an alternative way of communication to support its cause for raising funds while CWL does not. Use of stories are necessary because most donors will be comfortable to support an activity that has been tested and has visible outcomes. This implies that donors will rely on stories especially those relating to beneficiaries to support a certain activity and CWL is highly encouraged to adopt the use of stories to justify its fundraising needs.

The study also noted that the NGOs under study experienced several communication problems ranging from developing clear communication strategies with a well-defined goals and objectives and poor utilization of proper communication channel. The study therefore recommends both NGOs to utilize all key communications streams such as media, advertising,

delivering consistent messages across all streams and use communication channels that donor segments use and trust. Also, the two NGOs should always have a clear and well communication strategies which are derived from goals and objectives of fundraising.

In addition to that, the study also found out that both NGOs under study do not tie communication to fundraising initiatives and not encouraging donors to give especially CWL. Also, the findings of the study indicated that CWL was not able to define its audience well as compared to AAIK. Therefore, the study recommends CWL to use compelling images which people like to see and finally adding social proof which demonstrates that others have supported the cause and that money has been raised. Both NGOs should also tie communication to fundraising initiatives by ensuring the message is sync with fundraising goals.

5.4 Conclusion

The study concludes that AAIK receives more donor funding than CWL because it has adopted the use of stories to support its cause for raising funds. These stories are written about the needy people who need assistance, posted on the website to catch the attention of visitors and well-wishers. Also, AAIK has adopted the principle of division of labour by having its programmes and communication functions handled separately while CWL has not. Communication experts in AAIK handle both internal and external communications with donors and other stakeholders and are tasked with persuading and convincing existing and potential donors so as to provide more funds.

In addition, AAIK has a policy of providing feedback on status of projects being implemented on a regular basis as compared to CWL. This implies that AAIK is in frequent communication with donors than CWL and this allows AAIK to demonstrate its accountability to a variety of publics

through the provision of accurate, detailed information and this makes it receive more funding than CWL.

Last but not least, AAIK more funds in communication and fundraising compared to CWL. The greater the amount of time and resources devoted to getting to know donors, the greater the likelihood of securing repeated contributions from donors. Also, dedicating a significant amount of resources to relationship cultivation with major contributors will improve ties and encourage more funds from donors. Therefore, continuous increase in donor funds to AAIK can be attributed to this.

Lastly, AAIK receives more funds than CWL because it uses compelling images and some aspects of branding which people like to see and this has seen them get more funds. AAIK also uses social proofs which demonstrates that others have supported the cause and that money has been raised. This is not the case with CWL, and this makes them unattractive to potential donors leading to low funds.

5.5 Areas of Further Research

The study recommends further research to be done on the role of Communication fundraising for government institutions. Government agencies are known to get financial support directly from the government and any external aid is sourced on their behalf by the government. So, it will be ideal to know whether communication from these agencies plays a role in determining the amount of funds they receive. Research should also be conducted on Methods/strategies of self-sustainability for NGOs. This will shade light on various ways in which an NGO can make itself self-reliant and be able to compete effectively even in absence of donor funds. A study should also be conducted on how NGOs can integrate traditional giving and the emerging giving trends

to maximize on their funds. This will enable NGOs improve on their approaches of fundraising so as to remain relevant. Lastly, further research should be done on specific aspects of communication that have a greater impact on sustaining an NGO.

5.6 Definition of Terms

Communication – Communications is any activity that enables you to speak outwardly to your stakeholders – e.g. current and potential donors, volunteers, beneficiaries, community leaders, the media, your staff, and allows you to tell a story about your organization, convey why you're necessary, establish how you're different from everything else out there, and identify the value you provide to your target audiences. (Non Profit Answer Guide, 2013)

Fundraising –it's the management of relationships between a charitable organization and its donor publics" (Kelly, 1998)

NGO - a private voluntary association of individuals or other entities not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare (the draft NGOs co-ordination bill ,2012)

Persuasion - it's a process concerned with response shaping, response reinforcing, and response changing (Cameron, 2009).

Proposal- it's a document that outlines the plan of the implementing organization about the project, giving extensive information about the intention, for implementing it, the ways to manage it and the results to be delivered from it (Waters, 2008).

Validity – It's the application of correct procedures to find answers to a question (Kothari, 2004).

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APPENDICES

Appendix 1: Cover Letter

Corazon Eunice Aquino,

P.O.BOX 55721 - 00200,

Nairobi.

Dear Participant,

RE: Request for Publications.

My name is Corazon Aquino, a student of University of Nairobi pursuing a master of Art degree in Communication studies. I am conducting a research on the ‘Role of Communication in Enhancing Fund Raising for Kenyan NGOs: A Comparative Analysis of ActionAid Kenya and Caucus for Women’s Leadership’, and i intend to collect data which will assist me in my research. Therefore, I kindly request your organization to provide copies of proposals, concept papers and any relevant publications related to the said topic, and also provide me with a desk for a period of one week to enable me read through the requested documents. Thank you for your cooperation and assistance.

Yours Sincerely

Corazon Aquino

Appendix 2: Proposal Check List

Components	Elements
Cover letter	Address of the organization & funder, overview of the organization, reason for funding request, amount requests, signature
Title Page	Brief & convey the information
Summary Sheet	Project title & type, location, implementing & donor agency, duration, start date, beneficiaries, cost, contact cost, narrative.
Project Description	Details of what the project is about, Statement of the problem, targets met & those not met, what more needs to be done
Goals & Objectives	Reasons for pursuing the project
Activities	Ways in which the objectives will be met
Input	Resources i.e. money, personnel, materials, time
Output	Goods/products/services produced, competencies & capacities resulting from proposed activities
Impact	What will be the difference as a result of the work to be done
Beneficiaries	Direct & indirect group(s) which will benefit from the project
Sustainability	How the project will survive without external input
Methodology	Methods, policies, monitoring & evaluation, reliability, answer reviewers
Attachments	Staffs resumes, letters of support, time table, budget, partner organizations, bids, evaluation instruments, status documents
Budget	Line items and their value i.e. personnel cost, contracts etc., budget justification,

