



ASSESSING CHALLENGES AND OPPORTUNITIES IN RESOURCE MOBILIZATION AND FUNDRAISING FOR NON-GOVERNMENTAL ORGANIZATIONS IN NAROK TOWN, KENYA

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Abstract:

Globally, many development organizations both in the public and private sector need resources to help them continue providing services to the community they serve. Specifically, Non-Governmental Organizations (NGOs) for a long time have relied on the generosity of donors to support their project activities through grants and donations. The main objective of this study is to examine the challenges and opportunities that NGOs face in the 21st century while mobilizing resources and fundraising in their quest to remain afloat in the ever-changing world. The study adopted a descriptive research design. The target population constituted 28 NGOs operating in Narok Town. Various concepts from a collection of 35 studies on challenges and opportunities of resource mobilization and fund raising among NGO between the period 2000 and 2018 were assessed and evaluated. The findings of the study were analyzed based on the common themes and contradictions in the results. The study concluded that NGOs should diversify their funding bases, approach local corporate bodies and philanthropists for funding support. Prudent and sound organizational management of NGOs should be adopted in order to maintain their key mandate as alternatives in working for the vulnerable people. Given the expected roles local NGOs have to play in the development of the less privileged communities, all other players in the development process must collectively re-examine their contributions towards the financing of local NGOs. Local NGOs on their part should be able to assess factors that hinder them from enjoying public and corporate support and ensure effective collaboration between them and the public. The study recommends that there is need to strengthen policies that are related to management of NGO so as to promote sustainability. Secondly, measures need to be put in place to ensure that NGOs can respond to current issues. There is also need to support proper networking so as to create sustainable networks within the NGO sector. Lastly, development agencies need to unearth the root causes of ineffectiveness and

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redundancies in NGOs through organizational capacity assessment and trainings. This study is expected to offer insights on resource mobilization and fundraising to upcoming NGOs, development partners, CBOs, upcoming researchers, the Government, Educationists and students from a global to a local scenario.

Keywords: challenges, fundraising, non-governmental organizations, opportunities, resource mobilization

1. Introduction

Resource mobilization and fundraising have been used interchangeably to mean the same thing, but they are different in their literal sense. Resource mobilization refers to all activities involved in securing new and additional resources for an organization. It also involves making better use of existing resources in order to promote efficiency and effectiveness in an organization. Resource mobilization is often referred to as 'New Business Development' (Seltzer, 2014). Fundraising on the other hand is the act of persuading people or organizations to raise money for a particular cause. Fund-raising is the activity of collecting money to support a charity or organization (Batti, 2014). Fundraising means that funds are elsewhere, and certain approaches are needed to be utilized in order to access the funds. Resource mobilization has a broader concept in that it goes beyond financial resources to accommodate networks, skills, human resource, influence and organizational capacity to raise resources internally (Mavoko, 2013).

Local organizations need resources in order to effectively implement programs that improve the lives of their beneficiaries. While some percentage of those resources may come from donors, donor funds are limited and continually shifting in response to a wide array of epidemiological, geographic, economic, and political factors. Inevitably each organization faces a point when it must begin to plan for greater measure of self-sufficiency (Seltzer, 2014). By mobilizing available resources in a strategic and thoughtful manner and making this activity a key tenet of its mandate, organizations can sustain their work and continue promoting the well-being of constituents in an effective and efficient manner.

Lestler (2007) avers that resources are the driving forces of organizations and those strategies for resource mobilization should be employed in order to achieve the main objective at hand. Resource mobilization and fund raising are not just about writing proposals or collecting money. It is about winning hearts and minds of people to embark on a journey less travelled by many. It is about building a constituency of supporters for a particular cause (Cuthbert, 2011). It is about learning to communicate effectively with the public and developing a network of enthusiastic and committed supporters who are ready to embark on that journey without relenting. There are many strategies NGOs can employ in order to mobilize resources for improved service delivery. Too often NGOs complain about not having enough funding or enough resources to accomplish their

goals, and too often NGOs rely on singular funding streams from donors, which are provided over limited time periods (Yunus, 2011).

According to Mavoko (2013), those NGOs fortunate enough to have adequate resources to support their current operations still face uncertainty over future funding due the ever-changing world and the ever-growing need especially in developing countries. Many organizations wonder whether the donors will keep supporting program costs or will they shift their focus to other more pressing needs. Sometimes donors run out of business and can no longer provide resources that are necessary to support development activities. Such scenarios have created uncertainty over donor funding and makes it extremely difficult for NGOs to plan and implement their project activities consistently over time. The uncertain continuity of donor funding forces an NGO to live a project to project existence, which makes it difficult to design and expand project activities to improve the quality of services. This is what has affected project sustainability in the developing world and hence recurrence of same problems again and again (Curthbert, 2011).

According to Kiiru (2010), majorly NGOs make mistakes by depending on a single source of funding. Overdependence on one source of funds has made it hard for organizations to execute their mandate hence programs are compromised or terminated in the long run. Therefore, the task facing NGOs currently and in the future is and will be to explore additional mechanisms to boost financial stability without sacrificing the mission of their organizations. This paper seeks to establish the challenges currently faced, make recommendations on the opportunities that NGOs have in order to build a more sustainable resource base for their future endeavors.

2. Resource Mobilization and Fundraising for NGOs in Narok Town

The voluntary, religious and Non-Governmental Organizations have done tremendous work in Kenya in the areas of socio-economic development (Chemelil, 2018). According to the NGO Board of Kenya (2019), Narok County has a total of 117 NGOs while in Narok town alone, the numbers of NGOs stand at 28. Sustainability of Non-governmental organizations in Narok County is one of the main factors impacting the effective management and nature of their dependability on donor funding. Financial sustainability of NGOs has generally been of interest to many stakeholders including NGOs themselves, current and potential funders, and the community in which these development Organizations serve.

However, most NGOs face a myriad of challenges in establishing and maintaining financial sustainability leading to several of them phasing out their operations within a short time after being formed. In Narok town, the same issues discussed above have been of great concern to NGOs and it is through this that the study seeks to examine the challenges and opportunities that exists for NGOs in Narok town with a specific interest on resource mobilization and fundraising in the current world.

3. Statement of the Problem

Despite the fact that NGOs play a critical role in enhancing the welfare of people in the community, they are constantly faced with a myriad of challenges which are affecting their effectiveness in service delivery (Bhatti, 2014). Previous studies have shown that without a well-planned resource mobilization strategy, most NGOs risk closing down their operations and hence not meeting their objectives. It is worth noting that Resource mobilization and fund raising remains the greatest challenges faced by NGOs. With stiff competition for donor resources and the difficulty for an organization to secure further funding there is need to explore other ways of mobilizing resources and for the future sustainability of the organizations. The hard-economic times facing the global front are making it even more difficulty for donors to continue funding these organizations.

This uncertainty is forcing NGOs to abandon projects before being completed hence affecting the target community. Despite many initiatives made by NGOs, communities and the government to mobilize available resource the further of most of these NGOs remain uncertain. Studies that have previously considered understanding the challenge facing resource mobilization have not considered addressing the opportunities available especially in Narok County. There is therefore needed to effectively evaluate the challenges and opportunities on resource mobilization for NGOs in Narok county and emphasize on the need to embrace strategies that better their performances, operations and services to the communities they serve. The study therefore seeks to examine key challenges faced by NGOs in their quest for key resources and evaluate the opportunities that exist for them to remain relevant and focused.

3.1 Objectives of the Study

3.1.1 Main Objective of the Study

The main objective of the study is to establish Challenges and opportunities in Resource mobilization and fundraising for Non -Governmental Organizations in Narok Town Kenya

3.1.2 Specific Objectives

- 1) To assess challenges facing Non-Governmental Organizations in Resource mobilization and Fundraising in Narok Town, Kenya
- 2) To examine opportunities for Non-Governmental Organizations in Resource mobilization and Fundraising in Narok Town, Kenya

3.2 Significance of the Study

A study on resource mobilization is key since it may improve on the available literature by giving more insights on the challenges and opportunities that exist for NGOs to achieve their mandate. The findings of the study may further be useful to the Government, Researchers, Special groups and Social movements, NGOs, INGOs, Multilateral organizations and the civil society by equipping them with facts and

knowledge necessary to ensure effective partnership and collaboration, helping local communities to participate effectively and efficiently towards the achievement NGOs' goals. The key results of this valuable investment may be seen in the lives of the beneficiaries of the local communities and especially the poor and disadvantaged, the entire community and the nation at large after the relevant stakeholders apply the knowledge recommended in this study.

4. Literature Review

Majority of non-governmental organizations are faced with a common dilemma; that is lack of funds despite their uniqueness and differences. NGOs have unlimited needs in the face of limited resources both in rich and poor countries. It also affects both large and small NGOs in international rich countries and also in the poor countries. For most NGOs, the grants and donations are inadequate to meet current programs needs and expand their programs activities. With so many worthy causes that address genuine needs competing for the attention and generosity of the public, even wealthy donors lack the resources needed to fund every worthwhile effort. Furthermore, as populations grow, so do the numbers of vulnerable groups needing assistance from NGOs. New problems can appear, such as HIV/AIDS, which demand urgent attention and require substantial funding. Meanwhile, NGOs face rising costs for staff and other program inputs, further straining their limited budgets.

4.1 Resource Mobilization Theory

Resource mobilization theory was propounded by Buechler (1995) to study of social movements. The author argues that the success of social movements like NGOs and Civil Society Organizations depends on resources like time, money; skills and the ability utilize them for the success of these movements. This theory helped in the study of social movements because its main focus was on variables that are more of sociological than psychological. For the first time, influences from outside social movements, such as support from various organizations or the government, were taken into account.

In the 1960s and 1970s, sociology researchers began to study how social movements depend on resources in order to bring about social change. While previous studies of social movements had looked at individual psychological factors that cause people to join social causes, resource mobilization theory took a wider perspective, looking at the broader societal factors that allow social movements to succeed. McCarthy and Zald (1977) began by looking at social movement organizations (SMOs) as groups that advocate for social change, and a social movement industry (SMI) is a set of organizations which advocate for similar causes. SMOs seek out adherents and constituents McCarthy and Zald (1977) also drew the distinction between people who stand to directly benefit from a cause and people who don't benefit from a cause personally but support it because they believe it is the right thing to do.

According to resource mobilization experts, there are several ways that NGOs can acquire resources they need either by producing the resources themselves, aggregate the resources of their members, or seek out external sources. According to resource mobilization theory, being able to effectively utilize resources is a determinant of the success of a social movement. Additionally, resource mobilization experts look at how an organization's resources impact its activities.

4.2 The Concept of Resource Mobilization and Fund Raising for Non-Governmental Organizations

The concept of Resource mobilization and Fundraising for Non-Governmental Organizations (NGOs) is known to be one of the biggest challenges for NGOs in the delivery of services across the globe (Batti, 2014). Due to the limitation that NGOs experience from time to time in terms of access to funding, they have been forced to be dependent and have solely over relied on the generosity of both the local and international community in order to fund their daily operations and also programmatic needs. However, the kind of donations and grants they receive are not usually enough to fund their operations and hence they are forced to abandon some projects or the entire programme. For some time now, donor support has been coupled with changes in their priorities and strategies which has in turn forced funding sources to diminish and hence leaving NGOs in limbo as they try to remain afloat in the competitive world (Njoroge, 2012).

The NGO world has been marred with lot of competition for donor funds, corruption and in many cases for them to secure funds it depends on how well it competes with others and the kind of methods they use to expand their networks hence expanding its sources of funds (Batti, 2014). The uncertainty that has hit the NGO world when it comes to the issue of resource mobilization continues to be the biggest challenges which have forced upcoming NGOs either to change their strategy or to completely leave market because of lack of coping mechanisms to survive. This has made them not to design their programmes or add more activities to their projects due the ever-growing uncertainty that they face. There is need for NGOs to do their best in diversifying their sources of funds in bid to remain functional in the long run (Njoroge, 2012).

Over time, it has been proven that many people have shifted their interest to the NGO world due to the services they offer and the people they serve (Kimani, 2014). For some time now, they have received complements globally due to the closeness to the poor and disadvantaged, cost-effectiveness, non-bureaucratic, flexibility, innovation, less costly and advocacy work among others (Todaro and Smith, 2006). Consequently, this study borrows heavily from Batti (2014) to show the difference between resource mobilization and fundraising since these terms have been used interchangeably to mean the same thing. This study looks at resource mobilization as a process where both financial and non-financial resources are galvanized from internal or external sources for the continuity of NGO operations. Resource mobilization has to major components; that is non-financial resources are crucial, and secondly some resources including financial

and non-financial resources can be generated by the organization itself rather than being sourced externally.

The main component in the mobilization of resources is fundraising, which Batti (2014) considers as the act of persuading people or organizations to provide money for a particular course of action. Kwosek (2014) describes fundraising initiatives as key actions taken to achieve a specific objective intended to close a gap between an organization's fundraising performance and its target. In the context of this study, fundraising initiatives are defined as efforts made by an organization to influence donor funding within which different NGOs. The ability of NGOs to survive and succeed in today's turbulent business environment depends largely on its capability to accumulate and combine resources (Rwehumbiza and Donat, 2017)

4.3 Resource Mobilization and Fundraising as the Key to Sustainability for Non-Governmental Organizations

Resource mobilization is a process whereby resources both financial and non-financial are put together either externally or internally to support the organization's activities. The scope of resources goes beyond the monetary aspect and may include raising support from volunteers, receiving material donations, in-kind contributions from the community, specialized skills, creating worthy networks amongst other things (Njoroge, 2012). All these sources of support when put together are referred to as resource mobilization. Submitting proposals to a typical donor agency is the most conventional way of getting support. Organizing fundraising events where you invite guests and request donations for your organization is also another way as is the use of donation boxes where you request small amounts of money from public, collecting in-kind contributions, volunteer support where volunteers provide their time and resources to support the work of your organization and income from business-oriented projects of your organization like selling of publications, offering consultancies, microfinance, micro insurance or microenterprise-based activities.

Even though the above parameters are part and parcel of resource mobilization, they are essential for the growth of NGOs but all of them do not contribute equally to the funding needs of the organization. Resource mobilization requires a lot of time and skills to seek resources from different sources hence the pressure to mobilize the scarce resources. Those NGOs that are fortunate enough to have adequate resources to support their development activities still face challenges over funding in future (Batti, 2014). One of the biggest challenges that NGOs face is the rise of contemporary issues in the society and most donors are only willing to fund pressing needs other than operational costs for them. In many circumstances, donors have pledged to fund development activities for NGOs only to withdraw halfway due to the bottlenecks that have befallen on them due to resources. These are some of the scenarios that create uncertainty over donor funding and makes it extremely difficult for NGOs to plan and implement their project activities consistently (Batti, 2014).

Sustainability of resources in the Non-Profit Sector is a key challenge to ensure an effective NGO sector globally, which are important for economic prosperity. Financial sustainability is defined as the potential to breed resources from a number of sources which will after some time, reduce dependency on donations and grants for survival (Davis, 2007). Developing financial sustainability and diversifying funding is important for NGOs as it is ultimately about making sure these organizations' impacts can be sustained over time. International good practice suggests that to ensure their survival, NGOs need long-term financial support from a variety of sources so as to remain sustainable.

While the term sustainability is being used over and over again in the development arena on a global scale, it has become difficult to achieve it practically. Local NGOs have developed dependency syndrome on International development partners which has made it difficult for them to be sustainable on their own since they provide the main funding required for these NGOs to run their activities (Davis, 2007). It is due to this that most NGOs shift their development mandate based on the ever-changing donor priorities and strategies. This has made it difficult for NGOs to remain accountable and devoted to local constituencies and issues, and in other instances has alienated NGOs from the people they serve.

Non-Profit Organizations without a strong sustainability culture are bound to fail. Sustainability in these organizations exists when all staff respect their donors and are ready to work extra harder in order to meet the needs of the organization they serve and the donors respectively. Sustainability is key when all the people working for these organizations understand the relationship that exists between the programs they are working in and how sustainable they can be made to benefit future generations (Yunus, 2011). A sustainable organization must maximize on existing resources, serve their constituents proactively and be creative and innovative in seeking for additional resources for the growth of the business.

Most importantly, organizations need to realize that sustainability is a multidimensional affair that does not only depend on resources but also existence of key skills, supportive policies; internal systems that are favorable for the organization to flourish, an organizational ability to establish good networking with the people they serve, other individuals and organizations and organizational culture that reinforces the efforts that are aimed at making these organizations sustainable (Yunus, 2011). For organizations to be sustainable they need to pursue resource mobilization and fundraising in a simpler but unique manner due to the competition that exists in the market. In this regard most donors will go for organizations with a proven track record in managing resources and serving the constituents in a more effective and efficient manner.

5. Materials and Methods

This paper was carried out as a desk top study, where literature in regard to resource mobilization and fund raising among various NGOs was reviewed. The data from these organizations were examined and evaluated to make a conclusive case pertaining to the challenges and opportunities related to resource mobilization and fund raising. The various challenges and opportunities were reviewed and common themes analyzed from these reviews. This review identified 35 studies published between 2000 and 2018 and analyzed their methodologies, findings and conclusions. This assisted in developing the themes for the analysis. Common themes were noted and also differences and contradictions in the results which formed the basis of the findings, conclusions and recommendations. The secondary data was collected from internet sources, journals, pushed articles, books and documents related to resource mobilization and fund raising from different countries. The studies covered only the developing countries as most of them rely on the donor funding from developed countries. Asia, North American countries were considered in the selection of the studies. The findings were organized in common themes and descriptive statistics of frequency and percentages used to present the findings.

6. Results and Discussion

A total of 35 publications on resource mobilization and fund raising were reviewed for the period ranging from 2000 to 2018. Major data findings, contradictions and gaps summarized into relevant themes for presenting the analysis. Out of the 35 articles the common challenges were noted and the number of documents used as for frequency of occurrence, similarly the gaps and contradictions were considered for the opportunities.

6.1 Challenges Faced by NGO in Resource Mobilization and Fundraising

Non-Governmental Organizations have played key roles in many sectors of the economy from a global to local perspectives. However, they have been marred with challenges which can be categorized as external and internal challenges. These challenges were classified into two broad classes; external and internal challenges.

6.1.1 External Challenges

From the review, it was established that majority of the reviewed studies indicated that most NGOs in Kenya face challenges of both internal and external communication. The authors indicated that most organization lacked effective communication at all level of management including the staff and the community level in which they were to initiate the projects. The lack of communication brought about a disconnect in understanding effective resource mobilization for the project. Viravaidya and Hayssen, (2010) categorically stated that due to poor communication in the project it is very difficult for the projects to effectively mobilize resources for effective implementation and success.

Without proper communication in any project it is not possible to meet the objectives of the project.

The review also noted that, majority of the reviewed studies cited Governance as a very critical challenge facing resource mobilization among the NGOs operating in Kenya generally and specifically Narok County. Mavuto (2013) and Batti (2014) both agreed that one critical challenge that face local NGOs is governance issues. Poor governance has made NGOs lack focus and this has made it difficult to effectively mobilize required resources.

In regard to legal and regulatory challenges, the study established, majority of the reviewed studies indicated that most local NGOs in African continent including Kenya are unable to mobilize resources because they often do not comply with the legal and regulatory requirements. It was noted that most NGOs do not have a properly constituted board that is supposed to oversee its operations. Most NGOs also have flout registration requirements hence are operating illegally. This makes it very difficult for such organizations to mobilize both financial and non-financial resources for effective operations. A key study on legal and regulatory issues affecting NGOs is that of (Mueller-Hirth, 2012).

According to Harir (2015), economic changes globally have brought about many disparities in the economic scene as well as rising poverty levels both in the global North and the South. There has been competition globally on the shrinking resource base which has made it difficult for Governments to articulate their mandate effectively and efficiently. These profound changes raise new issues about the role and future of voluntarism in a world where state resources for human services have eroded and where solutions to global poverty and war continue to be elusive. This implies that the continued economic changes both locally and globally have in the recent passed contributed to the low funding's to local NGOs and it has made it very difficult for organization to mobilize resources for sustainability in their operations.

Most organization that seek funding's from international organizations are faced with the challenge of donor dictatorship. In the bid to advance their own course the donor organizations are dictating to the NGOs on which projects they need to undertake for them to be funded. This makes it very difficult for organizations to make their own decision and hence access the funding for projects of their choice. Among the reviewed studies Harir (2015) and Parks (2008) considered the challenges facing resource mobilization among NGOs. They both indicated that NGOs face dictation of priorities from funding agencies and organizations and are forced to align their objectives to their donors' priorities are get disqualified from the funding. This implies that most NGOs do not have the freedom to initiate any project of their choice hence they cannot serve their actual purpose and goals because they are under restrictions to advance the objectives of the donors. This might explain the reason many projects initiated in African countries are not in line with the needs of the local communities.

Conditional ties imposed by donors have also proved a stumbling block in the funding process to local NGOs and hence affected the fundraising initiative for local

NGOs. Global funding trends have been changing from time to time. Currently, many African countries are restricting direct funding to local NGOs from the donors. This is because of the political threat from the home countries. Though some donors have had to buy the idea and fund government related projects or channel their funds through the Governments leaving NGOs to survive on their own and at the mercy of their governments by Governments.

This view was also observed by (Bryman, 2012). The government also tries to control the amount of money that comes in from donors by dictating which donors are allowed to work in the country and which ones are not. Mavuto (2013) did point out that this was a serious violation of the NGOs rights and also a deprivation of the needs of local communities being served by these NGOs off their rights to better livelihood that could have been initiated by the donor funds. NGOs have been barred from being involved with certain donors which has further complicated fund-raising efforts hence attainment of objectives. These kinds of restrictions have starved NGOs to the tune of making them unsustainable due to inadequate resources for their operations.

Furthermore, this has hampered many NGO operations especially in cases where the Donor withdraws or can no longer fund its activities. More recent studies such as Liese and Weinlich (2016); Busch (2014); Eckhard and Ege (2016) that support this argument are have blamed their home countries policy and bureaucracies in regard to the access to donor funding. Frostenson (2013) and Gyamfi (2010) also noted that most Government do not trust the operations of some NGOs as they are deemed to serve the mandate of the Donors which in some cases has attracted the wrath of Governments hence leading to deregistration or restricted funding from abroad. This implies that the local government plays a critical role in supporting or the resource mobilization and fundraising activities of the NGOs.

Another challenge that has been identified by most researchers is the bureaucracy of the home country hindering access to funding for local organizations from the Government Funding. Governments have tightened the rules in accessing both foreign and local resources by most NGOs. The tight rules and regulations that have been put in place discourage majority of the NGOs from an attempt to apply for the funds, this has frustrated NGO operations to the greatest extent possible by denying them the much-needed resources for funding their operations. This supports the argument of Harir (2015), who blamed poor resource mobilization by NGOs.

Majorly, organizations that have good and proven track records easily access funding and resources from many donors across the globe. This in a way can be termed as donor prejudice. In the Non-Profit sector, embezzlement of resources is considered to be one of the biggest challenges that have led to many organizations from losing funding from their donors. In the long run, this has affected efforts by upcoming NGOs whose track record cannot be substantiated from accessing the available donor funds. The dominance of large organizations in the sector could be attributed to this track record. This implies that most donors will highly prefer directing their funds to large already established NGOs other than experiment with small upcoming organizations. Majority

of previous studies have indicated that this prejudice makes it very difficult to expand the sector with development of new more effective organizations apart from the many old and large organizations that have become nonfunctional.

Competition among NGOs in the Same Sector is another challenge faced by NGOs externally. One of the major problems in the nonprofit sector resource duplication due to many NGOs operating in the same area and offering same services. This in turn promotes unnecessary competition which leads to many NGOs losing out since maybe at that moment unfortunately that is not the area of interest for many donors (Sheate, 2010). There is also a challenge of increased competition between NGOs for funds especially against larger, established NGOs that are known by international donors due to their involvement in relief activities during famine or floods. This puts the emerging NGOs under immense pressure to prove themselves to international donors of their capability to manage resources where aid flow is declining (Bryman, 2012).

The network types that NGOs have, also pose as a challenge to their quest for resources and generally fundraising. Most NGOs want to get involved in many networks in order to gain both financial and non-financial resources. In their quest for the above resources, many NGOs find themselves in sectors where the networks they get involved in may not add any value to the extent at which they access and mobilize resources. In some instances, the networks that the NGOs joined are of no importance to their efforts for resource mobilization. This is in support of the findings of Frostenson (2013) who also established that NGOs that have succeeded in their fundraising and resource mobilization have very well-established network systems both locally and internationally. An organizations network system shows how much the organization is recognized in the fields of their operations and this tends to expose the organization to potential donors and well-wishers.

6.1.2 Internal Challenges

In addition to external challenges, NGOs also have also been faced by internal challenges on implementing the various projects in various places locally. It is expected that NGOs initiate, design and implement projects that can be scaled up by donors and governments. Internally, most NGOs have faced capacity limitation which has hindered their quest to get more resources. Currently, most local NGOs lack capacity in terms of qualified manpower who meet donor requirements (Yuwen, 2011). In many parts of Kenya, most NGOs that operate there usually miss out on both financial and non-financial resources due to inadequate staff who have proposal writing and networking skills to help in the resource mobilization process. However, about a quarter of these NGOs were found to articulating their mandate in terms of implementing projects at micro level while three quarters remained inactive due to inability to mobilize the required resources for implementing their projects (Beverly *et al.*, 2012).

Accountability and Transparency has also become one of the major challenges in the NGO sector. Most local NGOs are not transparent and accountable and it is due to these poor systems for financial management, program monitoring and evaluation and

managing overall program performance that ensure they consistently fail to gain stakeholders trust (Caesar, 2006). For example, many of these organizations have been accused of excessive compensation of those in charge, conflict of interest in organizations transactions, non-remittance of taxes and unethical behavior which have to the greatest extent compounded their problems. These accusations bring suspicions on the transparency of NGOs and stringent measures are imposed that make it even more difficult for them to get resources for running their programs resources (Arcus, 2009).

Founder Syndrome is also another big challenge in the nonprofit sector. Grass root Non-Profit Organizations in many circumstances tend to face leadership syndrome whereby the founder or founders usually control how these organizations are run and how finances are spent with minimal participation from other members like senior employees (Kiragu and Njue, 2013). This makes CEOs or other members not to be acquainted with resource mobilization or the leaders become too rigid with methods of resource mobilization they are used to without showing any willingness to adapt to the current methods (Viravaidya and Hayssen, 2010). Furthermore, most NGOs have poor strategic and operational plans. Local organizations do not have in place strategic plans that guide them on what the objectives are and enable them to identify the resources needed to attain the said objectives. Most strategic plans developed by NGOs are for donor purposes only and they fail to reflect the actual needs to be addressed by the stakeholders (Ulleberg, 2009).

Most nonprofits suffer from lack of awareness on availability of opportunities. Many opportunities also exist at times in many countries while NGOs do fail to exploit them because of lack of awareness to the existence of these opportunities. Beverly *et al.* (2012) indicates that government funds available are not accessed by civil society organizations due to lack of awareness on the availability and the procedures required in accessing the funds. On the other hand, NGOs that have become aware of the available opportunities to raise funds have led to the generation of profits from various activities. This implies that most NGOs that lack information about the available opportunities will not be able to mobilize resources effectively.

Most nonprofit organizations have been marred with Governance issues. Many NGOs especially in developing countries do not have proper leadership structures that are required to run them. Many of these organizations lack leadership that has the capacity to mobilize both financial and non-financial resources. Mavuto (2013) establishes that boards are supposed to provide leadership and guidance on how and where resources can be generated from. In many circumstances, some organizations lack constitution, policies and other instruments to effectively run them and hence scaring away potential donors (Ulleberg, 2009). Unavailability of such structures have made some NGOs to fail in articulating their mandate. It was further established that within the sector as a whole, within the NGO Council and within individual NGOs governance issues were a big challenge. From the review Knowledge of good governance varied widely, with some regions indicating very little understanding of why NGOs are required to have Boards or what their roles and functions should be.

Many other participants explained that it is difficult to achieve good governance with founders who wished to own their NGOs for their own purposes. Participants with better understanding of good governance appreciated that this is fundamental to NGO accountability and transparency. Many NGOs mismanage their resources, quite often with the involvement and encouragement of their Boards that eat their NGOs resources. Finding Board members can be difficult if the organization is not ready to pay them and provide hefty allowances for them. This implies that governance among most of the NGOs has been a major challenge affecting their efforts to mobilize resources and fund raise. Effective governance principles adopted by NGOs are keys to unlocking every opportunity for resource mobilization and fundraising.

Poor Communication and Branding for many NGOs has also proven to be a challenge in resource mobilization. Most organizations do not have the capacity to communicate efficiently and effectively about who they are, what they do, how they do it and their future activities. It is due to the inability to communicate that has led to poor visibility of their programs hence attracting minimal support (Viravaidya and Hayssen, 2010). Failure to brand themselves or communicate proactively about what they do has made them not to get the necessary resources to run their programs (Ulleberg, 2009).

Most of the reviewed studies recognize that poor communication both internally and externally has negative implications on the ability of the NGOs to attract funding and hence mobilize the available resources for their success. From the reviewed studies it was noted that majority of NGOs have little or no access to reliable communication tools such as email and internet connections. There is also lack of appropriate avenues for communicating development issues from global, regional and national level. Examples of the knowledge gap arising from communication is the disconnect between the board and the management team lead by the directors. These imply that besides other factors posing as challenges in the ability of NGOs to mobilize resources and enhance their fundraising ability.

6.2 Opportunities for Resource mobilization and Fundraising for Non-Governmental Organizations

Every challenge has a window of opportunities in it. However, for many fundraisers and resources mobilization groups such as NGOs these opportunities bypass them simply because of appropriate strategies on how to see the opportunities in the face of the many changes. The review of literature highlighted some of the common themes about the opportunities available to NGOs in resource mobilization and fund raising. In order to see these opportunities, the first step is to understand the resource mobilization and fundraising cycle.

A study by Batti (2014) indicated that resource mobilization and fundraising cycle is used strategically by organizations to help plan, monitor and develop their resource mobilization activities. This cycle involves three main phases; planning phase, acting phase and reflection phase. External Environment should be understood by NGOs in order to prepare themselves for any changes that may occur proactively. By

understanding the external environment, NGOs are able to understand the trends that exist in the same environment and be able to examine the challenges and opportunities that exist in the same environment. This therefore implies that in the midst of the challenges, NGOs need to put in place effective plans and understand the external environment which presents many opportunities that will enhance their ability to fund raise and mobilize their resources.

The best way to see opportunities where there is competition is to appreciate and analyze it. The reviewed literature has established that NGOs need to reevaluate their resource mobilization and fundraising strategies in order to start thinking of new options for multiple funding streams for their projects. Li Yuwen (2011) established that fund raising is very important in mobilization of resources in the NGO sector. This can only be a success when the organizations appreciate competition and identify the opportunities hidden in it. Though many organizations perceive competition as a negative connotation and reserved for use by private or for the profit sector NGOs need to see the many opportunities of getting a share of the already scarce resources.

It has been established that majority of NGOs do not have a well-established Resource Mobilization Plan for them to attract donor support. There is need for Organizations to project where they want to be after a given period of time and design and implement their mandates based on the needs of those they serve. Organizations need to work hand in hand with resource partners mission and vision and also their desired geographical coverage so as to develop long lasting partnerships with them. One of the biggest problems that most NGOs have is overreliance on one mechanism for mobilizing resources. Organizations need to determine and set resource mobilization targets and thereafter select mobilization tools. The resource mobilization strategy should be monitored, discussed and documented and improvements made to the strategy and action plan developed. This is in support of the work of Batti (2014) who established that NGOs are required to have an appropriate resource mobilization plan that can enhance their opportunities in the mobilization of resources and fundraising.

Enhancement of Organization's Internal Capacity should be one of the opportunities for Non-profit organizations to strategically place themselves for survival in the highly competitive environment. An organization with effective and efficient Internal Capacity can help it in improved resource mobilization process. Organizations sometimes do not reward the time, resources and skills involved in resource mobilization and also maintaining good communication and relations with donors. For organizations to succeed in the same aspect, they need top skills in order to realize their goals and objectives on matters resources. Good skills will help to mobilize and manage scarce resources for the betterment of the organizations reputation and running of their programs. Besides, there is no internal capacity that can succeed without a well-established resource mobilization teams/committee.

Organizations with very strong resource mobilization committees are able to plan for their resource mobilization process in advance and they end up doing better than their counter parts. Organizations should consider selecting staff and other interested

stakeholders with experience and expertise in the field to form resource mobilization committees. At a more advanced level, organizations need to have strong boards which can as well help in the resource mobilization process. These arguments are in support of the findings of (Batti, 2014). This implies that NGOs that seek to improve their capability in resource mobilization and fundraising must establish a strong internal capacity which should entail forming a strong resource mobilization team.

Transparency and accounting is a very important strategy for survival of any organization. For NGOs that seek to gain any support in their bid to mobilize resource and fund raise must also be in the fore front to promote transparency and accountability for survival. A good reputation is linked with integrity which can be said to be the most valuable asset but again it poses the highest risk to the success of the organization. A study by (Petty, 2008) established that organization having an accountable style of working can expand its relations and contacts quickly. According to the study common knowledge that the NGO sector in many countries is being watched by government, donors, press, and the general public and creating and maintaining a good, credible public image in such an atmosphere of suspicion and cynicism is a tremendous challenge for many organizations. However, this puts the NGOs on their toes to ensure accountability and transparency in their operations which then gives them an advantage in the eyes of the donor community. This implies that publicity is one way of ensuring that organizations that are highly publicized are more likely to observe transparency and accountability of their activities hence gaining public trust during the fundraising and resource mobilization.

It is also noted that for organizations to thrive in resource mobilization and fundraising process, they need to have a well-established financial management system that is expected to meet the actual standards required by the external donors. This factor contributes to an organizations ability to mobilize resources both internally and externally. A study by Shuria (2014) established that donors are comfortable with an organization that has clear financial reporting and auditing systems and where adequate monitoring and attribution of costs to activities and results exist. A Similar, view was noted by Frostein (2013) and Berkshire (2013) who indicated that acknowledging a donor's resource contribution through managing, monitoring and reporting on the use of resources in relation to agreed mechanisms is crucial in maintaining good relations with the donor and builds mutual trust for the future. This therefore implies that having an effective financial management system is very important as an avenue of opportunities for NGOs to seek funds and mobilize available resources.

In this case, change can only be realized when NGOs have resources to ensure that the program can work beyond donor support. Organizations need to realistically plan to see whether the cost of the project can be absorbed into the regular budget in the future fiscal years and this provides a basis of negotiating with the donor on how long an organization needs support (DiMattia, 2008). Furthermore, organizations need proper phase-out mechanisms that are appealing to both the donor and the beneficiary in order to avoid abrupt stoppage of project mandates.

7. Conclusion

Although the objectives and mission of most NGOs are nearly coherent across the globe, their management system and approach to work are different in the long run. Most NGOs face same challenges and the main mandate of this article is to articulate them. The Categorization of these challenges could be both intrinsic and extrinsic. However, even with all these challenges in the NGO sector, they still play a vital role in the socio-economic development from the global to the local perspective. They work hand in hand with the governments in providing sustainable development by filling development gaps where government is short.

In Africa, despite vast differences among the NGOs, most share a common challenge of growing need and the ever-expanding scope of the challenges that people are experiencing in relation to the limited financial resources. In Kenya, local NGOs face difficulties in securing enough funds because the projects undertaken require huge resources in terms of financial and non-financial resource needs due to high poverty levels in many parts of the country. Resource mobilization and fundraising requires a lot of commitment and patience. The urge to seek and mobilize resources has always made NGOs to fight by hook and crook to raise the capacity needed to remain relevant and pursue their development agenda.

NGOs have over the years demonstrated the capacity of doing more with the needed support. However, funding for effective implementation of project activities is inadequate. Given the expected roles that local NGOs have to play in the development of the vulnerable people, all other players in the development process must collectively re-examine their contributions towards the financing of local NGOs. Local NGOs on their part, should be able to assess factors that hinder them from enjoying public and corporate support and ensure effective collaboration between them and the public. As local NGOs improve on their capacity levels, they should be able to avail themselves for services like consultancy in order to generate adequate funds internally to limit the over dependency on external funding.

7.1 Recommendations

While the NGO sector is marred with many challenges, the following recommendations can be put into effect in order to promote efficiency and effectiveness in the sector. They include the following;

- 1) There is need to strengthen policies that are related to management of NGO so as to promote their sustainability. The government need to explore ways of partnering with NGOs enable them to start business related projects that will consistently generate income for their sustainability
- 2) Measures need to be put in place to ensure that NGOs can respond to current issues and remain relevant. In this case, seminars and conferences can be used to create awareness on the same

- 3) There is need to support proper networking so as to create sustainable networks within the NGO sector. These networks are supposed to ensure NGOs are exposed to both financial and non-financial resources for sustainability
- 4) There is need for Development agencies to ensure transparency and accountability of resources by the NGOs as a way of being open and ensuring that they used the resources effectively.

7.2 Areas for Further Research

This study has opened up the opportunity for further research as stated bellow;

- 1) Role of Civil Society Organizations in sustainability of NGOs in Kenya.
- 2) Effects of Income generating activities and sustainability of local NGOs in Narok County, Kenya.
- 3) Role of resource mobilization committees in the sustainability of local NGOs in Kenya.
- 4) Role of External funding in the sustainability of NGOs in Narok County, Kenya.

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