

**EFFECT OF RESOURCE MOBILIZATION STRATEGIES ON OPERATIONAL
EFFICIENCY OF NON-GOVERNMENTAL ORGANIZATIONS SUPPORTING
SECONDARY SCHOOLS IN NAIROBI COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO STRATHMORE UNIVERSITY BUSINESS
SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF COMMERCE AT STRATHMORE UNIVERSITY**

VT OMNES VNVM SINT

SEPTEMBER, 2024

DECLARATION

I declare that this research project is my original work and has not been submitted for award in any other university or institution of higher learning for examination purposes. To the best of my knowledge and belief, the research thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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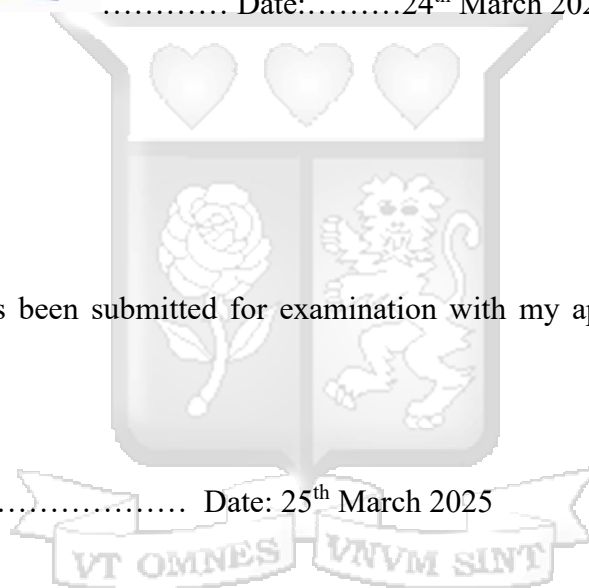
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ABSTRACT

Resource mobilization strategies are fundamental for organizations, especially non-profits, to effectively secure and manage the resources needed to fulfil their missions. In light of the prevailing financial crisis and the myriad challenges confronting Kenya's education sector including insufficient infrastructure and shifting donor priorities, Non-Governmental Organizations (NGOs) dedicated to education face a daunting task. These challenges underscore the urgent need for effective resource mobilization strategies to bridge critical gaps and ensure sustainable educational outcomes. The aim of the investigation was to assess the impact of resource mobilization techniques on the operational efficiency of NGOs supporting secondary schools in Nairobi County. The specific objectives guiding the study were: to assess the impact of diversified self-production strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County, to analyse the influence of constituent-centric mobilization strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County, to determine the influence of collaborative co-optation strategy on operational efficiency of NGOs supporting secondary schools. The study was anchored on the resource mobilization theory, and the social network theory. Additionally, the study adopted a descriptive research design with target population of 212 NGOs, and a sample of 139, supporting secondary school education in Nairobi County, Kenya. The study adopted random sampling technique to ensure representativeness of the sample. Structured and semi-structured questionnaires were utilized to obtain quantitative and qualitative data from participants. To confirm the validity and reliability of the research instrument, the researcher conducted a pilot study. For quantitative data, regression analysis was performed to investigate the connection between variables. The data was analysed using descriptive statistics, including frequencies, percentages, and averages. Quantitative data was presented using tabulations, bar graphs, and pie charts. Tables were used to represent frequencies, percentages, means, and standard deviations. A multivariate regression model was used to estimate the relative relevance of each variable in the research. Findings reveal significant correlations between resource mobilization strategies and operational efficiency in Nairobi County's secondary school support NGOs. Diversified self-production, constituent-centric mobilization, collaborative co-optation, and strategic patronage strategies were found to positively influence operational efficiency, as indicated by both descriptive and inferential statistics. Specifically, the adoption of these strategies was associated with improved resource utilization, enhanced partnerships, and greater technological integration, contributing to more effective program implementation. The recommendations emphasize the importance of leveraging these strategies to enhance operational efficiency, advocating for the development of tailored training programs, increased investment in technology infrastructure, and the establishment of strategic partnerships. Moreover, policymakers are urged to create supportive regulatory frameworks and allocate sufficient resources to facilitate the implementation of these recommendations, ensuring sustained improvement in the educational support provided by NGOs in Nairobi County. The limitations of the study included the unwillingness by some respondents to participate in the study; the focus on 212 NGOs supporting secondary school education in Nairobi County; and the concentration on only four resource mobilisation strategies.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
NGDOs	Non-Governmental Development Organizations
NGOs	Non-Governmental Organisations
RMT	Resource Mobilization Theory
SMO	Social Movement Organizations
UN	United Nations



ACKNOWLEDGEMENT

I express my deepest gratitude to Allah the Almighty for His guidance, support, and blessings throughout this research. His wisdom made this project possible.

I extend my heartfelt thanks to my supervisor, Dr. Ben Ngoye, for his invaluable guidance and encouragement.

I am grateful to the participants from the NGOs supporting secondary schools, especially the Head of Operations, for their contributions.

My sincere thanks go to my family for their unwavering support and to my friends and MCOM classmates, particularly those in the Strategic Management Specialization. Your support made this journey achievable. May you all be blessed.



DEDICATION

This Thesis is dedicated to my beloved mother and father for their unwavering support and for granting me the precious gift of education. I also dedicate it to my former line Manager, Gutale, whose timely approval ensured that the organization sponsored my entire course. Your belief in me has made this journey possible.



DEFINITION OF TERMS

Collaborative Co-Optation Strategy involves forging partnerships and collaborations with diverse stakeholders, including governmental agencies, private sector entities, other NGOs, community-based organizations, and individuals, to mobilize resources and achieve shared objectives (Al Tabbaa et al., 2019).

Constituent-Centric Mobilization Strategy revolves around actively engaging and mobilizing the organization's constituents, including beneficiaries, supporters, donors, volunteers, and community members, to contribute to the organization's goals and activities (Banks et al., 2015).

Diversified Self-Production Strategy involves for the NGO to engage in income generating activities with are in line with organization's mission and capabilities (Dang & Owens, 2024).

Operational Efficiency involves diversifying funding sources to reduce dependency on a single donor or revenue stream, as well as adopting cost-effective strategies for program implementation (Peng, 2024).

Resource Mobilization encompasses a wide range of activities aimed at acquiring financial, human, and material resources, as well as leveraging partnerships and networks to support organizational goals (Simosi & Eleftheriou, 2020).

Strategic Patronage Strategy involves cultivating relationships with influential individuals, organizations, or institutions who have the capacity and willingness to provide significant support to an organization's goals and initiatives (Burlison & Oe, 2018).

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Resource mobilization strategies are fundamental for organizations, especially non-profits, to effectively secure and manage the resources needed to fulfil their missions. According to a study by Otaru et al. (2021), resource mobilization encompasses a wide range of activities aimed at acquiring financial, human, and material resources, as well as leveraging partnerships and networks to support organizational goals. One prominent strategy is fundraising, which involves various methods such as events, campaigns, and donor cultivation to generate financial support (Shang & Sargeant, 2020). A study by Indangasi (2023) emphasizes the importance of diversifying fundraising approaches to adapt to changing donor preferences and economic conditions.

Globally, according to Ogotu and Mang'unyi, (2017), among the essential components that fortify strategies for resource mobilization in India include: possessing a strong sense of purpose and dedication to the organization's vision and mission; efficient management and leadership that guarantees, among other things, that the organization is accountable and transparent; a strong reputation, credibility, and positive image; and the capacity to draw in, generate, and maintain new resources while providing services to their clients and the community. Juma (2017) asserts that in order for resource mobilization methods to be successful and to guarantee that they are taking use of all available opportunities, organizations must adequately prepare for them.

Strategic mobilization of resources requires a combination of different mechanisms aimed for achieving maximum results. Shang and Sargeant (2020) suggests among the practices required in strategic mobilization of resources include fundraising, which involves various methods such as events, campaigns, and donor cultivation to generate financial support which are considered as primary resource mobilization techniques. Other key strategies adopted by the organizations in mobilization of the resources include establishment of strategic partnership and collaboration. Sohrabi and Rahmani (2021) highlighted that establishing strategic alliance helps the organization in leveraging complementary resources and expertise. By forming partnerships, organizations can enhance their capacity and impact while minimizing duplication of efforts and resources (Saaida,

2023). Strategic collaborations also often lead to innovative solutions and increased access to funding opportunities (Lenihan et al., 2019). The study worked to identify the impact of diversified self-production strategy, constituent-centric mobilization strategy, collaborative co-optation strategy and strategic patronage strategy on efficacy of resource mobilization by NGOs in Nairobi City County.

NGOs have an important social mission which includes a wide range of activities such as humanitarian interventions, development-related concerns, cooperative initiatives, poverty alleviation, protection of the environment, education, advocacy, collaborations and partnerships (Faroque et al., 2022). NGOs generally seek to act altruistically in fulfilment of this social mission which is driven by their good intentions and need to attend to social needs of society through strategic alliances with the business community, particularly for those that are not profit-oriented (Păceșilă & Colesca, 2020). The attainment of their social mission, whilst being a noble objective, has been hampered by a myriad of challenges including resource constraints owing to their generally non-profit orientation, which has necessitated innovative strategies of resource mobilisation (Esposito & Antonucci, 2021).

In order for NGOs to perform optimally, they require a combination of great networking and resource mobilisation since the latter enables them to come up with convincing mechanisms for accessing resources including human, financial and political; while the former facilitates connections with influential individuals who can ensure enhanced exposure to sources of funding (Ajuna et al., 2023). NGOs typically step in where governments have failed owing to insurmountable demands in the face of diminished resources, especially in developing countries, thus, it is imperative for them to formulate effective resource mobilisation strategies in order for them to fulfil their respective mandates (Dagaga & Geleta, 2020). Ultimately, the dwindling of donor and government support in recent times has necessitated more innovative resource mobilisation strategies on the part of NGOs in order for them to avoid mission drift (Musyoka, 2014).

1.1.1 Resource Mobilisation Strategies

According to Golhasani and Hosseinirad (2017), resource mobilisation refers to procuring the resources needed to accomplish pre-determined organisational goals in a timely and cost-effective

manner. Mopel et al. (2023) affirmed that resource mobilisation entails all the activities that an organisation undertakes so as to secure new and extra human, financial and material resources so as to ensure goal attainment and result in organisational sustainability. Given that NGOs are typically resource constrained, resource mobilisation is one of the most important undertakings for these organisations on account of the inadequacies of grants and donations. In this regard, a number of resource mobilisation strategies have been adopted including diversified self-production strategy (Crisan & Dan, 2018), constituent-centric mobilization strategy (Ajuna et al., 2023), collaborative co-optation strategy (Syal et al., 2021), and strategic patronage strategy (Aboramadan, 2017). Additionally, other resource mobilisation strategies include sourcing government funding, earned income, building strong relationships, and implementing comprehensive strategies (Otaru et al., 2021). These strategies are discussed further below.

Diversified self-production strategy has gained wide popularity as resource mobilization strategy over the years. The strategy requires the NGO to leverage their internal capacities and resources to generate income and reduce dependency on external funding sources (Dang & Owens, 2024). Diversified self-production strategy helps the NGO to enhance their operational efficiency, autonomy, and resilience in the face of fluctuating donor support and economic uncertainties (Khieng & Dahles, 2015). The strategy involves for the NGO to engage in income generating activities with are in line with organization's mission and capabilities. In Diversified Self-production strategy, the NGO may offer fee-based services, such as training programs, consulting, or technical assistance, leveraging their expertise and networks to meet the needs of clients in various sectors (Heengama, 2019). Additionally, some NGOs may engage in social enterprises, producing and selling goods or services that generate revenue while advancing their social or environmental objectives (Quaye et al., 2024).

Diversified self-production strategy emphasizes the role of community engagement and collaboration in resource mobilization. According Fobbe and Hilletoft (2021), building strong relationships with stakeholders, including local communities, customers, and partners, is important for the NGO to support self-production initiatives. By involving community members in decision-making processes, organizations can leverage local knowledge, resources, and networks to enhance the effectiveness and sustainability of their initiatives. Additionally, the strategy emphasizes on the need for innovation and adaptability in enhancing the operational efficiency in

resource mobilization. According to a study by Garrido-Moreno et al. (2024), organizations that embrace innovation and creativity are better equipped to identify new revenue streams, improve operational efficiency, and respond to changing market dynamics.

However, despite the numerous benefits of diversified self-production strategy, the strategy faces a number of limitations. Limited access to capital, technical expertise, and market opportunities can constrain organizations' ability to self-produce effectively (Ramirez-Andreotta et al., 2021). Additionally, regulatory barriers, market competition, and socio-economic factors may pose further challenges to successful implementation (Zhu et al., 2018). For successful implementation of this strategy the organization must carefully examine its capabilities and external environment to determine the feasibility and viability of adopting this strategy.

Constituent-centric mobilization strategy in resource mobilization for NGOs revolves around actively engaging and mobilizing the organization's constituents, including beneficiaries, supporters, donors, volunteers, and community members, to contribute to the organization's goals and activities (Banks et al., 2015). The strategy focuses mostly on the establishment of strong relationships between the organization and its constituents, understanding their needs and preferences, and empowering them to play an active role in advancing the organization's mission. This involves cultivate a sense of ownership, loyalty, and investment among their stakeholders, ultimately enhancing their capacity to mobilize resources effectively (Nzilani, 2021).

Constituent-centric mobilization strategy is characterized by fostering a sense of ownership and belonging among constituents. By involving them in decision-making processes, seeking their input and feedback, and recognizing their contributions, NGOs can cultivate a loyal and committed base of supporters who are more likely to invest their time, resources, and advocacy efforts into the organization's initiatives (Yan et al., 2023). The strategy emphasizes the need for personalized and targeted communication and engagement strategies tailored to the preferences and interests of different constituent groups. By segmenting constituents based on factors such as demographics, interests, and engagement history, NGOs can deliver relevant and meaningful messages and opportunities for involvement, thereby maximizing their impact and fostering deeper connections with constituents (Kumi, 2022).

However, the adoption of constituent-centric mobilization strategy presents challenges for organizations, including the need for robust data management systems, staff capacity, and

organizational culture change (Wiepking et al., 2021). Moreover, maintaining personalized communication and engagement at scale requires ongoing investment in technology, training, and infrastructure (Maier et al., 2020). Therefore, organizations must carefully assess their readiness and capacity to adopt a constituent-centric approach and prioritize investments that support effective constituent engagement and resource mobilization.

Collaborative co-optation strategy in resource mobilization involves forging partnerships and collaborations with diverse stakeholders, including governmental agencies, private sector entities, other NGOs, community-based organizations, and individuals, to mobilize resources and achieve shared objectives. This strategy emphasizes cooperation, mutual benefit, and collective action, leveraging the strengths and resources of each partner to maximize impact and effectiveness in addressing complex social, environmental, or developmental challenges. Among the key focuses of the strategy is the recognition of the complementary strengths and resources that different stakeholders bring to the table. Through the formation of strategic alliances, organizations are able to tap into broader range of expertise, networks, and resources than they would have access to individually. This can lead to more innovative solutions, greater operational efficiency, and enhanced scalability of interventions (Al Tabbaa et al., 2021).

Co-optation strategy involves actively engaging stakeholders in decision-making processes and program design, ensuring that their perspectives, priorities, and needs are taken into account. This participatory approach fosters a sense of ownership, buy-in, and commitment among partners, increasing their willingness to contribute resources and support to joint initiatives (Wampler & Touchton, 2015). Additionally, this strategy is characterized by building trust and reciprocity among partners. Transparency, open communication, and accountability in organizational practices and interactions are essential for nurturing trust and confidence among stakeholders, fostering a conducive environment for collaboration and resource mobilization (Kumi, 2017).

Strategic patronage strategy in resource mobilization efficiency involves cultivating relationships with influential individuals, organizations, or institutions who have the capacity and willingness to provide significant support to an organization's goals and initiatives (Burlison & Oe, 2018). This strategy relies on identifying and engaging key patrons who can offer financial resources, political influence, access to networks, or other forms of support that are critical for the organization's success. The potential patrons are those whose values, interests, and objectives align with those of

the organization. By targeting patrons who share the organization's mission and vision, NGOs can establish mutually beneficial relationships based on trust, common goals, and shared values (Syombua & Florah, 2023). This alignment increases the likelihood of securing support and resources from patrons who are genuinely invested in the organization's success (Garcia, 2019; Patel, 2017).

Strategic patronage strategy emphasizes building and nurturing relationships with patrons over time. This involves personalized engagement, regular communication, and demonstrating the impact of the organization's work on the issues or causes that are important to patrons (Hanna et al., 2020). By cultivating strong and enduring relationships, NGOs can deepen their connections with patrons and increase their likelihood of receiving ongoing support. Additionally, strategic patronage strategy may involve leveraging patrons' influence and networks to expand the organization's reach and access to resources. Patrons can help open doors to new opportunities, forge partnerships with other stakeholders, and advocate on behalf of the organization within their spheres of influence (Tremblay & Dessaint, 2020).

1.1.2 Operational Efficiency of NGOs

Efficiency is a critical factor in the success and impact of non-governmental organizations (NGOs) as they strive to address social, environmental, and humanitarian challenges. Operational efficiency in NGOs refers to NGOs that can achieve their objectives with the optimal use of resources, including financial, human, and material (Peng, 2024). One key determinant of operational efficiency in NGOs is effective governance and leadership. Strong leadership ensures strategic direction, sound decision-making, and prudent resource allocation within the organization (Sohrabi & Rahmani, 2017). In addition, a well-defined organizational structure that delineates roles and responsibilities can enhance operational efficiency by minimizing duplication of efforts and facilitating coordination among staff and volunteers (Gooding et al., 2022).

Operationally efficient NGOs also prioritize the effective mobilization and utilization of resources. This involves diversifying funding sources to reduce dependency on a single donor or revenue stream, as well as adopting cost-effective strategies for program implementation (Kyamutetera & Chemutai, 2024). Moreover, leveraging partnerships with other organizations, governments, and community groups can enhance resource mobilization efforts and maximize the impact of

interventions (Mukami et al., 2024). Additionally, the effectiveness of the NGOs is also measured by the ability of NGOs to adapt to changing circumstances and external factors is essential for maintaining operational efficiency over the long term. Flexibility and responsiveness enable NGOs to capitalize on emerging opportunities, address evolving needs, and overcome unforeseen challenges (Peng, 2024). This helps the organization to be updated with the advancement of technology shifting funding priorities or adjusting programmatic approaches.

1.1.3 NGOs Supporting Secondary School Education in Kenya

In Kenya's education landscape, NGOs play a pivotal role in addressing the multifaceted challenges that the sector faces. These organizations contribute significantly to filling gaps in the provision of education services, particularly in areas with inadequate infrastructure, limited access to quality education, and disparities in educational opportunities (Duong, 2017). NGOs operate on the front lines, working to enhance educational outcomes and bridge the socio-economic gaps that hinder equitable access to learning. One of the primary contributions of NGOs in the education sector is their focus on addressing specific challenges faced by marginalized communities. By implementing targeted programs, these organizations strive to ensure that vulnerable populations, such as those in remote or impoverished areas, have access to quality education (Musundi, 2015). This commitment aligns with the broader national goal of achieving universal education and reducing disparities among different demographic groups.

NGOs supporting secondary schools' education face encounters, particularly in resource mobilization and sustainability. The study of these challenges is essential to ensure that these NGOs can continue their vital contributions to the education sector and overcome obstacles that may hinder their long-term impact (Mmaitisi, 2020). Understanding the dynamics of these NGOs in Kenya's education landscape is crucial for formulating effective strategies and policies that support the operational efficiency of NGOs supporting the education sector in the country. This study therefore aims to contribute to this understanding by studying the effect in resource mobilization strategies in operational efficiency of NGOs supporting secondary schools in Nairobi County.

1.2 Statement of the Problem

Many NGOs that are supporting secondary schools in Nairobi County have struggled to attain operational efficiency owing to inadequate resource mobilization strategies that have manifested in dependence on single funding sources (Chege & Njogu, 2019). In the face of persistent financial constraints, limited infrastructure, and fluctuating donor support, NGOs struggle to optimize their operations and meet the educational needs of secondary schools. Inadequate infrastructure and limited access to quality education continue to be significant challenges within Kenya's education system, putting additional pressure on NGOs to deliver efficient and effective interventions (Mmaitisi, 2020). However, without sufficient and sustainable resource mobilization strategies, NGOs find it difficult to maintain operational efficiency, which is crucial to fulfilling their missions.

Existing research has primarily focused on financial sustainability, overlooking the broader aspects of operational efficiency. Chumba (2023) emphasized the importance of financial resource mobilization in bridging funding gaps but did not address how various mobilization strategies impact the overall operational performance of NGOs. This creates a conceptual gap, as operational efficiency is not solely dependent on financial resources but also on how NGOs diversify and manage their resources effectively. Similarly, Musundi (2015) concentrated on community engagement strategies to enhance resource mobilization, yet this focus did not extend to an analysis of how such strategies affect operational efficiency. Furthermore, Khieng (2014) and Mikołajczak (2022) examined the challenges of resource mobilization within NGOs, but neither study provided an in-depth analysis of the specific dynamics faced by NGOs supporting secondary schools in Kenya, nor did they explore the link between resource mobilization strategies and operational efficiency. Lawrence (2020) concentrated on financial sustainability without exploring how non-financial resources contribute to operational performance which represents a conceptual gap. Likewise, Koech (2017) focused on technological innovations in resource mobilization but did not evaluate the effectiveness of these strategies in enhancing operational efficiency.

There were a number of studies which had contextual gaps. Otaru et al. (2021) focused on financial resource mobilisation strategies of NGOs in general but failed to shed more light on NGOs involved in the education sector. Likewise, for Mmaitisi (2020) who also assessed challenges and

opportunities in resource mobilisation and fundraising for NGOs in general rather than those in the education sector. Koech (2017) contextualised his study on resource mobilisation of NGOs in the health sector rather than the education sector. Awuor (2015) focused on financial resource mobilisation strategies in public secondary schools rather than on schools supported by NGOs.

Some studies also had methodological gaps. Koech (2017) applied an exploratory research design rather than a descriptive research design. Although Awuor (2015) adopted a descriptive research design, he combined both qualitative and quantitative elements. Odenyo and James (2018) used both descriptive and explanatory research designs. Kumi (2019) applied an empirical literature research design and collected secondary data. Chimpololo and Burrowes (2019) adopted a mixed methods research design.

These gaps in the literature suggest a need for a more comprehensive examination of how diverse resource mobilization strategies impact the operational efficiency of NGOs supporting secondary schools. This study seeks to address these gaps by evaluating the influence of strategies such as diversified self-production, constituent-centric mobilization, collaborative co-optation, and strategic patronage on the operational efficiency of NGOs in Nairobi County. By understanding the role of these strategies, the study aims to provide insights into how NGOs can enhance their operational efficiency to better support secondary education in Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study is to establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.

1.3.2 Specific Objectives of the Study

- i. To assess the impact of diversified self-production strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County.
- ii. To analyse the influence of constituent-centric mobilization strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County.

- iii. To determine the influence of collaborative co-optation strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County.
- iv. To examine the influence of strategic patronage strategy on operational efficiency of NGOs supporting secondary schools in Nairobi City County.

1.4 Research Questions

The research questions guiding the studies were;

- i. What is the impact of adoption of a diversified self-production strategy on the operational efficiency of NGOs supporting secondary schools in Nairobi County.?
- ii. What is the impact of constituent-centric mobilization strategy on the operational efficiency of NGOs supporting secondary schools in Nairobi County.?
- iii. What is the impact of collaborative co-optation strategy on the operational efficiency of NGOs supporting secondary schools in Nairobi County?
- iv. What is the impact of strategic patronage strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County?

1.5 Significance of the Study

The study will be significant to policy formulation on resource mobilization strategies, practice and theories development on resource allocation strategies

1.5.1 Policy formulations

Policymakers and governmental bodies in Kenya stand to benefit from this research. The study's insights can inform policy decisions related to the support and regulation of NGOs in the education sector. By understanding the challenges faced by these organizations, policymakers can tailor interventions and create an enabling environment that fosters sustainable development in education. Additionally, the study contributes to the broader discourse on effective strategies for achieving educational goals, aligning with national priorities and development agendas

1.5.2 Practice of Resource mobilization strategies

The study's significance extends to the practical implications for NGOs themselves. By identifying the obstacles and opportunities in resource mobilization, NGOs can gain valuable insights to refine and optimize their strategies. This knowledge is crucial for enhancing their sustainability and impact, allowing them to navigate the complexities of the education sector more effectively. Moreover, the study's findings can serve as a guide for NGOs to diversify their funding sources, reducing their reliance on traditional avenues and building resilience against external fluctuations.

1.5.3 Theory development on Resource Mobilization Strategy

The study fills a significant research gap in the current literature by concentrating on the specific context of education, offering light on the complexities and unique issues confronting NGOs working in this sector. Thus, the findings might help to a better understanding of the processes at work within the education scene. The study holds relevance for the academic community and researchers interested in the fields of development studies, education, and non-profit management. The findings can serve as a foundation for future research endeavours, prompting further investigations into the evolving landscape of NGO resource mobilization within the education sector. This study, therefore, carries significant implications for various stakeholders, fostering a collective effort toward enhancing the impact of NGOs in promoting sustainable educational outcomes in Kenya

1.6 Scope of the Study

The scope of this study is focused on evaluating the influence of resource mobilization strategies on the operational efficiency of local Non-Governmental Organizations (NGOs) supporting secondary school education in Nairobi County. The examination encompasses an in-depth analysis of diversified self-production strategy, constituent-centric strategy, collaborative co-optation strategy and strategic patronage strategy, and how each of these strategies influence operational efficiency of NGOs supporting school education in Nairobi County.

The study was supported by the resource mobilisation theory and the social network theory. The institutional scope included all NGOs located in Nairobi City County which are supporting secondary school education. Nairobi City County serves as the focal point for this study due to its

concentration of NGOs. Supporting secondary school education in Nairobi County, its diverse educational landscape, urban complexities, pivotal role in shaping national educational policies, and its potential for generalizability and transferability of research findings. The city's rich tapestry of socio-economic diversity, including urban poor communities and affluent neighbourhoods, offers a context for examining the efficacy of resource mobilization strategies employed by NGOs. Moreover, Nairobi's status as the capital city and a hub for civil society organizations makes findings from this study relevant not only locally but also applicable to diverse regions within Kenya and potentially to similar contexts globally.

The geographic scope is limited to Kenya, acknowledging the unique dynamics and contextual factors influencing resource mobilization within the country's educational context. Through this focused lens, the study aims to contribute targeted insights that can inform interventions and strategic solutions for enhancing the sustainability of NGOs engaged in Secondary school educational development initiatives in Kenya.

1.7 Chapter Summary

This chapter introduced the various concepts of the study and provided some background information on each of the concepts. It then articulated the problem statement which captured the main issues that have justified the conduct of the study. Further, research objectives and research questions were outlined. The scope of the study focused on the parameters that defined the study including the location, target population, research variables, sampling and period of study. Finally, the significance of the study explained those that stand to benefit from the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section presents the theoretical framework of the study by illustrating the theories informing the study. The study further presents the empirical review of the study, research gap, summary of literature and the chapter summary.

2.2 Theoretical Framework

This section provides the theoretical frame work of the study. The study was anchored on two major theories which were; Resource mobilization theory which was the cornerstone theory of the study, and the social network theory.

2.2.1 Resource Mobilization Theory

The Resource Mobilisation Theory (RMT) was originally advanced by McCarthy and Zald (1973) who posited that social movements are the outcomes of an acknowledgement of the salience of the establishment of assets and capacities of aggrieved groups to pool resources so as to enable the accomplishment of common goals. Originating in the 1970s, RMT emerged as a response to earlier perspectives that perceived marginalized social actors as deviant, offering a fresh lens to understand how rational actors strategically navigate resource disparities (McAdam et al., 1988). Rejecting pluralist assumptions prevalent at the time, RMT scholars focused into understanding how social movement organizations (SMOs) effectively manage resources to advance their agendas, especially in the face of challenges (Edwards & Kane, 2014).

Edwards and Gillman (2013) affirmed that the RMT posits that social movements form when a group of people with similar grievances can mobilize resources and take action. The fundamental idea of the theory is how social change messages are disseminated among individuals and among groups. A social movement has certain prerequisites, such as common grievances, beliefs about social causes, and opinions on how to resolve such grievances. RMT is predicated on the idea of individual rationality, according to which each person considers the advantages and disadvantages

of engaging in a movement and takes action only when those advantages exceed the disadvantages (Barber & Werner, 2023).

RMT offers several key postulations that provide a framework for understanding the dynamics of social movements. Firstly, according to Adegbile et al. (2020), RMT posits that social movements are rational actors that strategically organize and deploy resources to achieve their goals, which challenges earlier perspectives that emphasized structural factors or grievances as the primary drivers of social change. Instead, RMT highlights the importance of resource mobilization in shaping the trajectory and outcomes of movements. In addition, RMT emphasizes the importance of resource mobilization processes. Kim and McCarthy (2016) explained that the RMT suggests that successful movements strategically plan, organize, and coordinate their activities to maximize the impact of their resources. This involves not only securing resources but also deploying them in ways that align with the movement's goals and priorities. Movements may adapt their strategies based on changing circumstances and opportunities, demonstrating flexibility and responsiveness in resource mobilization efforts. Jenkins (1983) maintained that the theory also acknowledges the significance of resource dependence since social movements often rely on external sources of support, such as sympathetic individuals, organizations, or institutions. Managing these dependencies is essential for maintaining momentum and resilience. Movements may cultivate alliances, negotiate with potential allies, or diversify their resource base to mitigate risks and vulnerabilities.

The RMT has attracted a number of criticisms. Piven and Cloward (1995) argued that the theory fails to adequately provide for the contribution of ideology to the establishment of social movements and organisations. Sandelowski (2000) posited that RMT does not provide an explanation for how social movement communities are able to succeed to ensuring social change with limited resources, it also fails to assign adequate consideration for grievances, identity and culture. McAdam (1999) affirmed that, contrary to the postulations of the RMT, minority communities were well capable of organising themselves and that the resources they depended on emanated from the elite and middle-class.

Resource mobilization theory is relevant in explaining the concept of diversified self-production strategy as it explains the need for an organization to identify and access diverse resources

necessary for sustaining self-production activities. The theory also underscores the need for efficient resource mobilization to support self-production efforts. Secondly the theory is also relevant to second objective of the study, Constituent centric mobilization strategy. RMT underscores the need of mobilizing and engaging constituents or members of a group or organization to achieve common goals. RMT further emphasizes the strategic acquisition and deployment of resources, which aligns closely with the objectives of a constituent-centric mobilization strategy. RMT is also relevant to the collaborative co-optation strategy as it underscores the importance of identifying and leveraging various resources, including financial, human, and symbolic, which aligns with the objectives of collaborative co-optation. RMT also emphasizes the role of organizational structures and leadership in facilitating effective collaboration, providing insights into how to foster trust, communication, and mutual benefit among stakeholders. The theory is also relevant in explain the last variable of the study strategic patronage strategy as it underscores the importance of identifying and mobilizing various resources, including financial, human, and symbolic, which aligns with the objectives of strategic patronage.

2.2.2 Social Network Theory

The Social Network Theory (SNT) was proposed by a number of scholars including Durkheim (1892), and Tonnies (1887), who focused on the manner in which social relationships that exist between individuals shape their behaviour and the accessibility of community resources. Accordingly, social relationships are a network of nodes (these represent individuals) and ties (these represent the relationships between the individuals). Thus, SNT supposes that the behaviour (whether negative or positive) of individuals, teams and organisations, is shaped by prevailing interpersonal relationships.

Social Network Theory is a key concept that provides a clear view of understanding the dynamics of social relationships and their impact on various aspects of human behaviour and organizational functioning. The theory was first established in the 1890s as a study of social organization. Scholars like Jacob Moreno popularized social networking theory in the 1930s, and it has subsequently been utilized in other fields, including sociology, economics, political science, communications, and marketing (Moreno, 1934). According to Scott (2011), the theory posits that

individuals, groups, and organizations are embedded within intricate webs of social connections, and the structure of these networks significantly influences behaviour, information flow, resource exchange, and overall outcomes. Social network theory underscores that these social networks can either be formal or non-formal where formal social networks include the professional associations while non formal networks include community groups. Weyer (2012) opined that social networks facilitate the linkage between the micro-level/ individual level and the macro-level/ institutional level through the establishment of strategic relationships amongst actors at these levels. Burt (2004) ascertained that the determination of the relative strength of these relationships lies in their nature and intensity, structure as well as the role and position held by an actor in the network.

Social Network Theory emphasizes the importance of network structure in shaping outcomes. Network structure refers to the patterns of connections among nodes within a network, including measures such as density, centrality, and brokerage (Tabassum *et al.*, 2018). Dense networks, characterized by numerous connections between nodes, facilitate rapid information diffusion and resource mobilization but may also lead to redundancy and operational inefficiency (Neumeier & Santos, 2018). Central nodes, or individuals with high centrality, have greater influence and control over the flow of resources within the network, while brokers bridge between disconnected subgroups, facilitating access to novel information and resources. The theory plays a crucial role in understanding resource mobilization processes, as it focuses on the relationships and connections among individuals, organizations, and other entities within social networks.

The SNT has attracted a number of criticisms. It has been accused of failing to consider the influence of individual agency owing to its overemphasis of the importance of the aggregate interpersonal relationships as well as groups and communities (Gulati & Westphal, 1999). SNT has also failed to make any consideration for the differences between different kinds of dyadic occurrences given that the nature of the relationship influences the ultimate behaviour of the individuals (Podolny & Baron, 1997). SNT also fails to make a precise indication of the manner in which creative and intentional human action is part of the very networks that constrain the same actors (Emirbayer & Goodwin, 1994).

Social Network Theory is relevant to the study as the theory emphasizes the importance of strong ties within networks for resource mobilization. Close relationships characterized by trust,

reciprocity, and frequent interaction enable individuals and organizations to mobilize resources more effectively. Thus, through its networks, an NGO is able to mobilise resources including the competencies of its partners which is aligned with the diversified self-production strategy. Secondly, social network theory underscores the need for recognizing the value of weak ties in resource mobilization. Furthermore, organization's constituents, including beneficiaries, supporters, donors, volunteers, and community members, to contribute to the organization's goals and activities, can be perceived to be part of its network thereby demonstrating the linkage with the constituent-centric mobilisation strategy. Collaborative co-optation strategy in resource mobilization involves forging partnerships and collaborations with diverse stakeholders, which can also be viewed as part of an organisation's network. Finally, the political networks that an organisation forms are a critical part of the social network, which demonstrates the alignment with the strategic patronage strategy.

2.3 Empirical Review

This section gives a comprehensive analysis of studies examining the efficacy of resource mobilization strategies employed by non-governmental organizations (NGOs) is presented. Resource mobilization stands as a pivotal aspect of NGO management, crucial for sustaining operations and achieving organizational objectives. The section involves empirical investigations that shed light on various strategies utilized by NGOs to secure financial resources, navigate funding diversification, and adapt to changing aid landscapes across different geographic and socio-economic contexts.

According to Golhasani and Hosseinirad (2017), resource mobilisation refers to procuring the resources needed to accomplish pre-determined organisational goals in a timely and cost-effective manner. Mopel et al. (2023) affirmed that resource mobilisation entails all the activities that an organisation undertakes so as to secure new and extra human, financial and material resources so as to ensure goal attainment and result in organisational sustainability. Given that NGOs are typically resource constrained, resource mobilisation is one of the most important undertakings for these organisations on account of the inadequacies of grants and donations. In this regard, a number of resource mobilisation strategies have been adopted including diversified self-production strategy (Crisan & Dan, 2018), constituent-centric mobilization strategy (Ajuna et al., 2023),

collaborative co-optation strategy (Syal et al., 2021), and strategic patronage strategy (Aboramadan, 2017). Additionally, other resource mobilisation strategies include sourcing government funding, earned income, building strong relationships, and implementing comprehensive strategies (Otaru et al., 2021). The following sections cover the literature pertaining to the specific resource mobilisation strategies.

2.3.1 Influence of Diversified Self-Production Strategy on Operational Efficiency

A diversified self-production strategy in resource mobilization by NGOs refers to an approach where NGOs utilize their own capabilities and resources to produce goods or services as a means of generating revenue or reducing costs, thus decreasing their reliance on external funding sources. Ondiege et al. (2021) conducted a comprehensive study focusing on the financial sustainability of non-governmental organizations (NGOs) operating in Nakuru Town. By adopting a cross-sectional survey research design involving 104 respondents from various NGOs, the researchers sought to evaluate the impact of income diversification strategies on the financial sustainability of these organizations. The researchers used self-administered questionnaires to collect primary data through purposive sampling, proportionate stratified random sampling, and simple random sampling techniques. The findings indicated that there was a positive and significant correlation between income diversification and financial sustainability. This was aligned with the findings of Crişan and Dan (2018). However, it contradicted Ebenezer et al. (2020) who established that whilst many NGOs in Ghana were still donor dependent owing to their failure to attain income diversification, they had still managed to integrate sound financial management practices. The main knowledge gaps in this study were: the setting of Nakuru which represents a contextual gap; the choice of research design which represents a methodological gap; and the lack of focus on operational efficiency which represents a conceptual gap.

Karant and Dongre (2018) investigated the intricate funding dynamics of NGOs operating in Udupi District, India. Their research aimed to shed light on the diverse sources of funding utilized by NGOs and the associated implications for their financial stability and operational continuity. With a specific focus on the period spanning 2004 to 2009, the study sought to analyse how NGOs navigated through economic uncertainties, particularly during times of recession, and the strategies they employed to sustain their funding streams. The adopted a mixed methods research design and

collected both primary and secondary data. Primary data was collected from 7 units using in-depth interviews while secondary data was collected using financial statements for the period between 2004 and 2009. The results showed that NGOs that had managed to access local funding sources were cushioned from the adverse effects of the recession when compared to those that were dependent on international donor funding. This was in contrast to Mikolajczak (2019) who found that NGOs that had access to external donor funding were more consistent in their decision making and had attained a level of financial stability. The main knowledge gaps in this study were: the setting of India which represents a contextual gap; the differences in the research design which represents a methodological gap; and the lack of focus on operational efficiency which represents a conceptual gap.

Achamkulangare (2014) provided a comprehensive analysis of resource mobilization strategies within the United Nations (UN) system, offering valuable insights into the dynamics of resource allocation, coordination, and utilization across various UN organizations. By examining the roles and functions of resource mobilization units/offices within the UN system, the research sought to identify best practices and areas for improvement in resource mobilization strategies. Through a combination of qualitative assessments of 28 NGOs and stakeholder perspectives, including those of major member state contributors, the study aimed to evaluate the alignment of resource mobilization efforts with organizational objectives and mandates. The study determined that most of the examined institutions had formal, detailed organisation-wide resource mobilisation strategies. It recommended that more clearly perceivable structures and arrangements needed to be integrated so as to ensure effective resource mobilisation. This contradicted the findings of Abiddin et al. (2022) who established that the majority of NGOs were unable to attain financial sustainability due to deficiencies in their resource mobilisation strategies. The study failed to focus on operational efficiency which represents a conceptual gap; the different research design represents a methodological gap; while the expanded geographical focus represents a contextual gap.

Chumba (2023) focused on exploring the intricate relationship between financial resource mobilization strategies and the fiscal sustainability of universities in Kenya. Through a quantitative and cross-sectional correlational research design, the study aimed to assess the impact of five key strategies—fees collection, donor funding, investment, consultancy funding, and

linkages/partnerships—on the financial sustainability of universities in Kenya. By analysing both quantitative and qualitative data, including bar charts, frequencies, percentages, and narrative descriptions, the research sought to uncover patterns, trends, and correlations between resource mobilization strategies and financial sustainability outcomes. According to the results, there was a positive and statistical association between resource mobilisation strategies and financial sustainability. This notwithstanding, the study found that collection of fees and investment income had insignificant associations with financial sustainability; while donor funding, consultancy resource mobilisation, and linkages and partnerships were significantly associated with financial sustainability. This was not consistent with Chitsama (2016) who established that there was significant correlation between fee payment and financial sustainability. The main knowledge gaps were: the specific setting of universities rather than secondary schools which represents a contextual gap; the lack of focus on operational efficiency which represents a conceptual gap; and the choice of quantitative and cross-sectional correlational research design which represents a methodological gap.

Krishnan (2023) explored innovations in financing higher education, with a specific focus on selected universities in Kerala, India. By analysing empirical data from a diverse range of universities in the region, the study aimed to identify innovative financing models and revenue generation strategies adopted by higher education institutions to address funding challenges. With public funding for higher education institutions often inadequate to meet growing demands, universities have increasingly turned to non-governmental sources of funding to sustain their operations and support their educational missions. The study found that whilst universities had managed to mobilise a sizeable share of their resources through student fees, this alone was incapable of ensuring their long-term financial sustainability. In contrast, Ozor and Mbohwa (2019) determined that more government support was needed to ensure financial sustainability of higher education institutions. The Indian context as well as the choice of universities represent contextual gaps; while the lack of attention on operational efficiency represents a conceptual gap.

Ahmad (2021) investigated the financial autonomy of model Union Parishads in Bangladesh, aiming to understand the revenue and expenditure frameworks of these local government institutions. By employing mixed methods, including qualitative and quantitative research tools, the study examined the factors influencing financial autonomy and resource management practices

within model Union Parishads. Through primary data collection from three purposively chosen model Union Parishads, the research sought to uncover challenges and opportunities associated with revenue generation, expenditure management, and financial governance at the local level. The study affirmed that the most critical determinants of financial autonomy were inadequate financial management expertise, and poor coordination amongst the major stakeholders. This was not aligned with Kapidani (2018) who determined that the most impactful factor in local authorities' financial autonomy was their lack of financial resources. The study's focus on local authorities rather than NGOs represents a contextual gap; the different research design represents a methodological gap; while the lack of focus on operational efficiency represents a conceptual gap.

2.3.2 Influence of Constituent-Centric Mobilization Strategy on Operational Efficiency

A Constituent-Centric Mobilization Strategy in resource mobilization efficiency by NGOs focuses on optimizing the use of resources while effectively engaging constituents in fundraising activities. Bolleyer and Correa (2022) explored the dynamics of member influence and involvement within civil society organizations, focusing on parties, interest groups, and service-oriented organizations. Through a resource dependency perspective and incentive-theoretical approaches, the study distinguished between "member involvement" and "member influence" to understand the factors driving each form of member activism. By analysing data from organization surveys conducted in four European democracies, the researchers identified distinct drivers of member activism, highlighting the impact of professionalization and leader-member relations on organizational dynamics. The study's findings underscored the importance of recognizing the diverse roles and contributions of members within civil society organizations, offering valuable insights into strategies for promoting member engagement and organizational effectiveness. Conversely, Hustinx et al. (2014) established that there is a strong correlation between the wider notion of member involvement or volunteering, and social benefits. The expanded geographical focus represents a contextual gap; the differences in the research design represent a methodological gap; while the lack of focus on operational efficiency represents a conceptual gap.

Zhu et al. (2018) investigated the drivers of revenue diversification among Chinese grassroots NGOs, aiming to identify managerial and environmental factors influencing organizational

revenue streams. Through a national sample of 429 NGOs, the study examined the impact of organizational legitimacy, board involvement, and resource competitiveness on revenue diversification strategies. The findings revealed the significance of managerial factors such as organizational legitimacy and board engagement in enhancing revenue diversification, while environmental factors such as regional organizational density posed challenges to revenue stability. The study's insights provided valuable guidance for NGOs seeking to strategically manage revenue streams and enhance financial sustainability in dynamic organizational environments. These findings contrasted with those of Crişan and Dan (2018) who determined that the choice of revenue strategies was dependent upon each NGO's context. The setting of China represents a contextual gap; while the lack of focus on operational efficiency represents a conceptual gap.

Kumi (2019) explored the implications of aid reduction for non-governmental development organizations (NGDOs) in Ghana and their quest for sustainability amidst shifting funding landscapes. Drawing on secondary literature and semi-structured interviews with key stakeholders, the study documented the challenges and opportunities facing NGDOs in mobilizing alternative funding sources. By examining the role of philanthropic institutions as potential funding routes, the research highlighted the importance of regulatory frameworks and fiscal incentives in facilitating sustainable financing models for NGDOs. Additionally, the study found that the six most prevalent sustainability strategies included: cost-cutting, security-under-partnership, eggs-in-multiple baskets, strength-in-numbers, visibility-enhancing, and credibility-building. The findings were inconsistent with Hailey and Salway (2016) who posited that the most important sustainability strategy was the establishment of partnerships as a source of resources. The main knowledge gaps were: the Ghanaian geographical setting which represents a contextual gap; the choice of research design which represents a methodological gap; and the lack of focus on operational efficiency which represents a conceptual gap.

Collins and James (2018) investigated the influence of resource mobilization on the sustainability of women group projects in Vihiga County, Kenya. Through a combination of descriptive and explanatory research designs, the study examined the effects of financial resource acquisition, human resource mapping, physical resource acquisition, and community participation on project sustainability. By analysing data from 97 women group projects, the research found that all

independent variables positively influenced project sustainability, highlighting the importance of resource mobilization strategies and community engagement in promoting project resilience. The study's recommendations emphasized the need for capacity-building initiatives and community involvement to enhance the sustainability of women group projects and foster long-term impact in the community. The findings contrasted with Batti (2014) who found that the solicitation of funds by NGOs was dependent upon the level of competition. The study was limited by its lack of focus on operational efficiency which represents a conceptual gap.

2.3.3 Influence of Collaborative Co-Optation Strategy on Operational Efficiency

The Collaborative Co-Optation Strategy in resource mobilization efficiency by NGOs involves partnering with external entities, such as businesses, government agencies, other NGOs, or community groups, to leverage their resources, expertise, and networks in fundraising efforts. O'Brien et al. (2019) explored the evolving nature of NGO partnering strategies within civil society networks over a 14-year period (1990-2004). Through the examination of collaborative relationships among 489 NGOs, the study identified three partnering strategies: network closure, brokerage, and constrained-choice strategies. The findings revealed a preference for network closure at the beginning of the observation period, gradually transitioning to a stable pattern of intra-sector collaboration after 1996. The study highlighted the implications of NGO preferences for network evolution and discussed the potential benefits of emergent stability in fostering collaborative relationships within civil society networks. Conversely, Moshtari and Vanpoucke (2021) posited that successful NGO-business relationships are based on the establishment of structural and cognitive capital as a foundation for effective communication and efficient knowledge sharing. The choice of empirical research design represents a methodological gap; while the lack of attention to operational efficiency represents a conceptual gap.

Agarwal et al. (2020) investigated the dilemmas encountered by social entrepreneurs in Indian healthcare and the strategies used to manage these dilemmas over time. Through a multi-method approach involving event structure analysis and case studies, the study identified four key organizational practices embodying the principles of jugaad (frugality and inclusivity): asset multiplication, leveraging human capital, building social embeddedness, and affordable quality. The findings underscored the relevance of the jugaad approach in navigating resource mobilization

challenges and suggested practical recommendations for social entrepreneurs seeking to address dilemmas in emerging markets. These findings contrasted with those of Hota et al. (2019) who established that through the identification of locally embedded village entrepreneurs, social entrepreneurs are able to leverage in a resource-strapped environment. The choice of a case-study research design represents a methodological gap; the setting of India as well as on NGOs involved in healthcare rather than in the education sector represent contextual gaps; while the lack of focus on operational efficiency represents a conceptual gap.

Sapat et al. (2019) examined collaboration patterns among NGOs providing disaster assistance in Haiti following the 2010 earthquake. Using social network analysis methods, the study analysed collaboration dynamics between international NGOs, local NGOs, faith-based organizations, and other entities involved in disaster relief efforts. The findings indicated that collaborations were predominantly characterized by organizational homophily, with organizations collaborating within sectoral boundaries. The study shed light on the drivers of collaboration and highlighted the role of organizational relationships in shaping disaster assistance networks. However, this contrasted with Curnin and O'Hara (2019) who determined that role clarity plays a moderating role of the relationship between interorganisational structures and trusting relationships in pursuit of effective collaboration in disaster management. The main knowledge gaps were: the choice of Haiti and NGOs involved in disaster assistance rather than in the education sector which represent contextual gaps; differences in the research design which represent methodological gaps; and the different dependent variable which represents a conceptual gap.

Pazirandeh and Maghsoudi (2018) focused on coordination dynamics among nonprofit organizations involved in disaster relief operations, emphasizing the role of resource sharing in improving operational performance. Through a survey of humanitarian organizations in Southeast Asia, the study examined the link between resource sharing, organizational performance, and interorganizational interdependencies. The findings suggested that resource sharing can enhance organizational performance in competitive contexts, particularly when organizations perceive complementarity of resources and seek to improve interdependencies. The study underscored the importance of effective coordination mechanisms in disaster relief operations and provided insights into strategies for enhancing collaboration among nonprofit organizations. Conversely, Quarshie and Leuschner (2020) affirmed that disaster relief operations are best coordinated

through the assignment of the leadership role to a government agency particularly in the roles of organiser, facilitator and supply network member. The main knowledge gaps were: the choice of NGOs involved in disaster assistance rather than in the education sector which represents a contextual gap; differences in the research design which represent methodological gaps; and the different dependent variable which represents a conceptual gap.

2.3.4 Influence of Strategic Patronage Strategy on Operational Efficiency

The Strategic Patronage Strategy in resource mobilization efficiency by NGOs involves cultivating relationships with strategic patrons' individuals, businesses, foundations, or government entities—who provide significant financial support, expertise, influence, or access to resources in exchange for alignment with the NGO's mission and goals. Khieng and Dahles (2015) examined the effects of funding diversification strategies among NGOs in Cambodia, focusing on the implications for organizational sustainability. NGO reliance on foreign aid was shown to have both beneficial and bad consequences, such as top-down accountability, aim relocation, unpredictable financing, and diminished organizational autonomy. The study adopted a mixed methods research design using a sequential explanatory approach. Though viewed as more reliable, funding from commercial endeavours may contradict with the goals of non-governmental organizations. The study contributed to resource dependence theory by highlighting power differentials between international funding agencies and local NGOs and emphasized the importance of local embeddedness and increased autonomy in reducing external resource dependence. This was inconsistent with Mendoza-Abarca and Gras (2019) who found that whilst funding diversification at the start-up phase has an adverse effect on operational efficiency, it contributes towards the long-term sustainability of NGOs. The main knowledge gaps were: the choice of Cambodia which represents a contextual gap; while the different research design represents a methodological gap.

Brunt and Akingbola (2019) investigated the strategic human resource management (HRM) practices of an international NGO operating in Kenya. The study revealed trade-offs in resource management choices, with strategic HRM offering benefits for management decision-making but financial constraints imposing challenges. The pursuit of a "growth strategy" was identified as potentially maximizing resource utilization for similar organizations. The findings underscored the importance of aligning human resources with organizational objectives to achieve competitive

advantage, even within resource-dependent nonprofit sectors. This contradicted Sarker and Rahman (2018) who established that resource constrained NGOs were not attractive strategic partners for commercial organisations which hampered the formers' ability to ensure the integration of strategic HRM practices. The lack of focus on operational efficiency represents a conceptual gap.

Ebenezer et al. (2020) explored the determinants of financial sustainability among NGOs in Ghana, focusing on factors such as sound financial management practices, income diversification, donor relationships, and the use of technology. The study applied a mixed methods where both qualitative and quantitative techniques were utilised. Primary data was collected using a survey questionnaire while secondary data was collected using an empirical literature review. The study found that Ghanaian NGOs were largely donor-dependent and lacked income diversification measures, highlighting the need for improved financial management and income-generating strategies. Sound financial management practices, income diversification, and good donor relationships were identified as key determinants of financial sustainability. In contrast, Nalivata et al. (2022) ascertained that in order for NGOs to ensure their financial sustainability they needed to focus on the diversification of their revenue sources through the development of strategic plans that are geared towards the growth of partnerships with private sector, public local and other NGOs. The study was limited by its setting in Ghana which represents a contextual gap; its choice of mixed methods research design which represents a methodological gap; and its lack of focus on operational efficiency which represents a conceptual gap.

Arhin et al. (2018) investigated how NGOs in Ghana are responding to changes in the aid landscape and the challenges posed to their sustainability. The study applied a qualitative research design and collected primary data through qualitative interviews which led to the identification of six main strategies adopted by NGOs in Ghana to enhance sustainability, including diversifying funding sources, cost-cutting measures, and collaboration with other organizations, building credibility, and enhancing visibility. The findings highlighted the adaptability and resilience of NGOs in navigating shifting aid patterns and emphasized the importance of strategic responses for organizational sustainability in evolving development contexts. In contrast, Harvey et al. (2019) established that due to the lack of innovative capacities, NGOs in Sub-Saharan Africa have been unable to overcome the deficiencies in the current financing and governance models, thereby

leading to their inability to enhance their sustainability. The study's main knowledge gaps included the Ghanaian setting which is a contextual gap; the choice of a qualitative research design represents a methodological gap; while the lack of focus on operational efficiency represents a conceptual gap.

2.4 Research Gap

The reviewed studies have showed research gaps which the study worked to fill. To begin with the research reviewed have shown a conceptual gap where most of the variables studied did not relate the variables in study. Studies such as those by Zhu et al. (2018) and Khieng and Dahles (2015) have looked into the mechanisms of revenue diversification and the impact of funding sources on organizational sustainability. Secondly there is a contextual gap where the reviewed literature does not underscore the need for research that accounts for the specific challenges and opportunities faced by NGOs operating within distinct geographic and sectorial contexts. For instance, studies such as those by Ondiege et al. (2021) and Chumba (2023) shed light on resource mobilization dynamics within the education sector in Kenya. Therefore, the current study aims to address the identified gaps in the literature by conducting a comprehensive investigation into the efficacy of resource mobilization strategies employed by NGOs, particularly within the context of Nairobi City County, Kenya. By focusing on NGOs operating in the education sector, the study provides insights into a specific domain where resource mobilization is critical for sustainable operations and impactful service delivery

2.5 Summary of empirical review findings

The summary of the reviewed literature is presented in the table 2.1 below stating the Author, Topic of the study, Methodology employed in the study, Major Findings of the study, Major Contribution of the study to the practice of resource mobilization, Research Gap identified from the review and how the study worked to filling the Gap

Table 2.1: Summary of Empirical Literature

Study	Focus of Study	Methodology	Major Findings	Research Gap	Focus of Current Study
Zhu, Ye, & Liu (2018)	Revenue Diversification and NGO Sustainability	National sample of 429 Chinese grassroots NGOs, inferential statistics	Organizational legitimacy and board engagement have an advantageous effect on revenue diversification	The study has focused on mechanisms of revenue diversification and the impact of funding sources on organizational sustainability leaving out the need for comprehensive investigations that not only assess the effectiveness of specific strategies but also examine their broader implications for organizational mission alignment.	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Khieng & Dahles (2015)	Resource Dependence among NGOs in Cambodia	Mixed methods approach involving interviews and event structure analysis	Strategic responses to reduce external resource dependence entail a paradigm shift towards local embeddedness and increased autonomy	The study did not consider implications of strategies adopted in mobilization of resources on the general objective of the NGO	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Ondiege et al. (2021)	Diversified Income and Long-Term Financial Sustainability of Non profit organizations	Cross-sectional survey research design, self-administered questionnaires	Income diversification and financial sustainability have a positive connection.	The main focus of the study is how income diversification efforts could potentially reduce dependency on donor assistance and contribute to the long-term viability of NGOs in the region leaving out the concept of efficiency in the strategies	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.

Study	Focus of Study	Methodology	Major Findings	Research Gap	Focus of Current Study
Chumba (2023)	Resource Mobilization Strategies in Education NGOs in Kenya	Case study approach, semi-structured interviews	Diverse range of strategies employed by education-focused NGOs in Kenya to mobilize resources	The study main study population were the Education NGOs in Kenya	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
O'Brien et al. (2019)	Evolution of NGO Partnering Dynamics Over Time	Longitudinal analysis of NGO collaboration networks	Shift towards intra-sector collaboration in NGO partnerships over time	The study used a study period of 14-year period (1990-2004) where it may not identify and report recent trends	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Agarwal et al. (2020)	Jugaad Practices in Resource Mobilization among Indian NGOs	Multi-method approach including event structure analysis and case studies	Jugaad practices such as asset multiplication and leveraging human capital embody frugality and inclusivity, enhancing resource mobilization	The context for the study was the Indian Health entrepreneurs	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Bolleyer & Correa (2022)	Influence and Participation of Members in Civil Society Organizations	Theoretical framework, organization surveys in four European democracies	Professionalization positively affects member involvement but negatively impacts member influence within civil society organizations	The study focus group is the Civil Society Organizations whose operations	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Zhu, Ye, & Liu (2018)	Legitimacy, Board Involvement, and Resource Competitiveness	Survey of 429 Chinese grassroots NGOs, statistical analysis	Positive board participation and organizational legitimacy affect revenue diversification.	The study has focused on mechanisms of revenue diversification and the impact of funding sources on organizational sustainability leaving out the need for comprehensive investigations that not only assess the effectiveness of	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.

Study	Focus of Study	Methodology	Major Findings	Research Gap	Focus of Current Study
				specific strategies but also examine their broader implications for organizational mission alignment.	
Kumi (2019)	Aid Reduction and NGOs' Quest for Sustainability in Ghana	Secondary literature review, semi-structured interviews	Philanthropic institutions serving as alternative funding sources for NGOs are impacted by a weak enabling environment, which includes the absence of a legal framework.		To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Kumi (2019)	Transnational Advocacy and NGOs in the Digital Era	Secondary literature review, semi-structured interviews	Digital technologies enable NGOs to build transnational networks and enhance their influence	The study did not link up the connection between Digital Era and resource mobilization	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.
Collins & James (2018)	Influence of Resource Mobilization on Sustainability of Women Group Projects in Kenya	Descriptive and explanatory research designs, questionnaires	Acquisition of financial, human, and physical resources positively influences sustainability of women group projects	The study focus group is the Women Group Projects in Kenya which restricts the findings	To establish the effect of resource mobilization strategies on operational efficiency of school based Non-Governmental Organizations in Nairobi County Kenya.

2.5 Conceptual Framework

In Figure 2.1, the conceptual framework illustrates the interplay between various resource mobilization strategies employed by non-governmental organizations (NGOs) operating within the education sector in Nairobi City County, Kenya. This framework encapsulates the multifaceted dynamics that shape the resource mobilization processes of NGOs and underscores the complex relationships between internal organizational factors, external contextual influences, and strategic approaches to resource acquisition and utilization. Through a systematic examination of these components, the conceptual framework serves as a guiding tool for understanding the mechanisms driving successful resource mobilization efforts in the NGO sector.



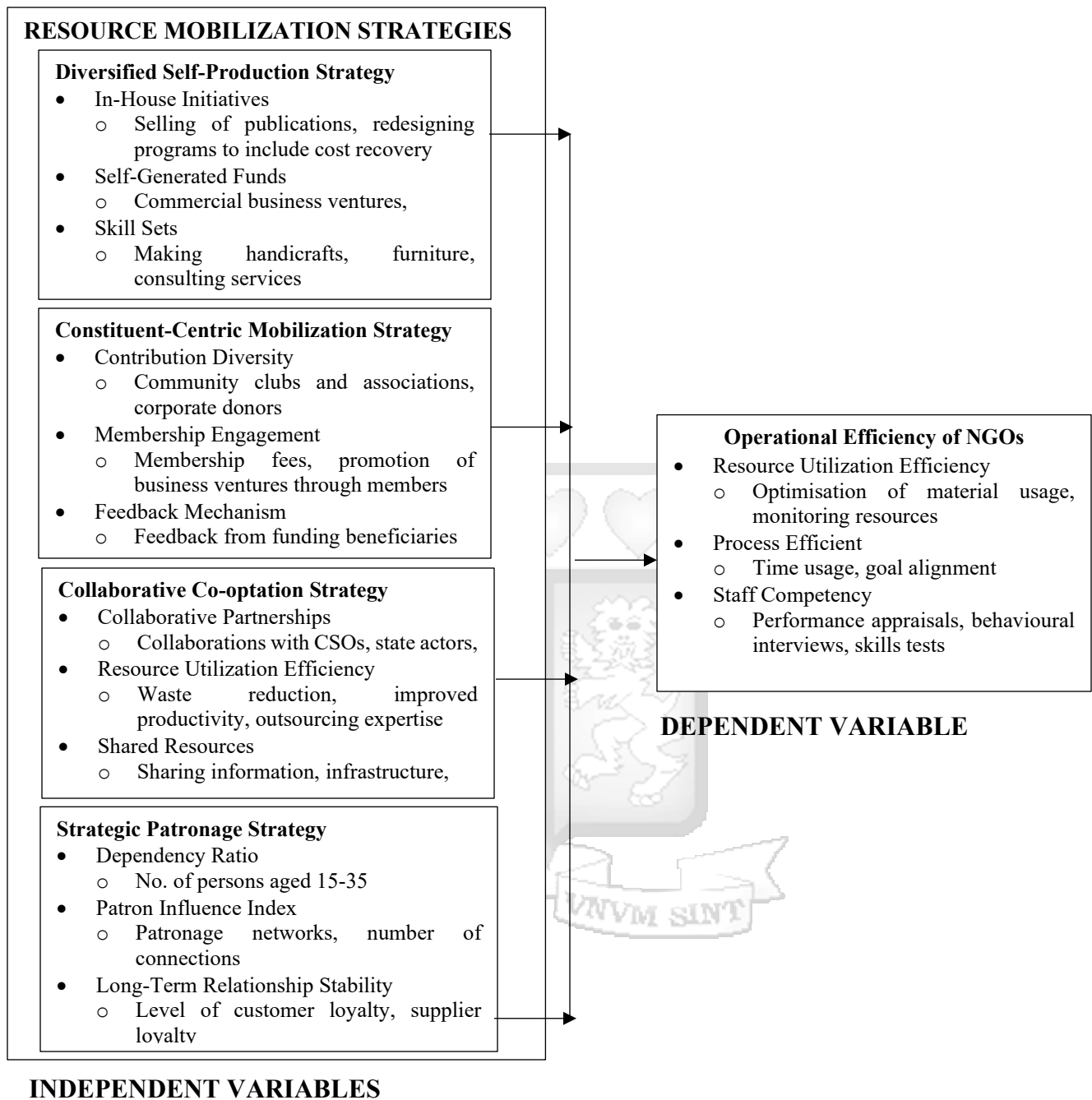


Figure 2. 1: Conceptual Framework

Source: Researcher (2024)

2.6 Operationalization of variables

Table 2.2 provides the operationalization of variables

Table 2.2: Operationalization of Variables

Variables	Indicators	Measurement	Data Collection Method	Approach Data Analysis
Diversified Self-Production Strategy	<ul style="list-style-type: none"> • In-House Initiatives • Self-Generated Funds • Skill Sets 	Likert Scale	Questionnaire	Descriptive statistics and inferential statistics
Constituent-Centric Mobilization Strategy	<ul style="list-style-type: none"> • Contribution Diversity • Membership Engagement • Feedback Mechanism 	Likert Scale	Questionnaire	Descriptive statistics and inferential statistics
Collaborative Co-optation Strategy	<ul style="list-style-type: none"> • Collaborative Partnerships • Resource Utilization Efficiency 	Likert Scale	Questionnaire	Descriptive statistics and inferential statistics
Strategic Patronage Strategy	<ul style="list-style-type: none"> • Dependency Ratio • Patron Influence Index • Long-Term Relationship 	Likert Scale	Questionnaire	Descriptive statistics and inferential statistics
Efficacy of Resource Mobilization	<ul style="list-style-type: none"> • Resource Utilization Efficiency • Process Efficient • Staff Competency 	Likert Scale	Questionnaire	Descriptive statistics and inferential statistics

Source: Author (2024)

2.7 Chapter Summary

The chapter gives the theoretical frameworks framework of the study. The study was anchored on Resource Mobilization Theory (RMT) which was a prominent lens for understanding the dynamics of resource mobilization strategies among NGOs. RMT emphasizes the agency of organizations in mobilizing resources from various stakeholders, including donors, volunteers, and community partners, to advance their missions and goals. The chapter also reviewed the social network theory. Social network theory emphasizes the importance of strong ties within networks for resource mobilization. The chapter further reviews the empirical literature of the study per the objectives and gives the summary of the reviewed studies. The chapter further gives the conceptual framework of the study which shows the relationship between the variable and shows how the

variables were operationalized for the study. The study concludes with indicating the research gap and shows how the study filled the research gap.



CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides an overview of the research methodology and design that was adopted in order to address the research problem. It includes research design, target population to be studied, sample size, data collection and data analysis and the model specification.

3.1 Research Philosophy

According to Saunders et al. (2009), research philosophy plays a crucial role in the formation of the research backdrop, research knowledge, and research character. Moreover, research philosophy can also be defined as a paradigm that encompasses a wide framework that includes perception, beliefs, and comprehension of many ideas and research procedures. The research philosophy for this study was positivism. Given that this research sought to understand the correlation between resource mobilisation strategies and operational efficiency, it applied positivism philosophy since it sought to generate explanatory linkages or causal relationships that result in better forecasting and control of the research phenomenon as explained by Park et al. (2020).

3.2 Research Design

According to Cooper and Schindler (2014), research design refers to the plan and structure of investigation geared towards obtaining answers to research questions. Kothari (2004) categorises research design into three, namely: exploratory research studies – formulate problems for further precise investigation; descriptive (concerned with describing the characteristics of a particular individual or group) and diagnostic research studies (determines the regularity with which something occurs); and hypothesis-testing research studies (researchers test the hypotheses of causal relationships between variables so as to reduce bias, increase reliability and permit the drawing of inferences). This study applied a descriptive research design since it was concerned with describing the characteristics of individuals as well as groups at the two NGOs clearly including what will be measured, the measurement methods, as well as a clear definition of the target population. (Siedlecki, 2020). This research design was particularly suitable for

investigating the impact of resource mobilisation strategies on operational efficiency in the context of the study. By utilizing a descriptive research design, the study was able to conduct a detailed analysis and description of the variables under investigation.

3.3 Target Population

Kothari (2004) defines a target population as a full set of individuals, instances, or objects that have some observable features. Population may be also defined as the total number of units from which samples are selected for measurement (Cooper & Schindler, 2006). This study targeted all the NGOs operating in Nairobi City County and are aligned within the education landscape in Kenya. According to the National Council of NGOs (2023), there are 212 registered NGOs supporting secondary school education in Nairobi County (National Council of NGOs, 2023). Therefore, the target population for the study was 212 NGOs supporting secondary school education in Nairobi County, Kenya.

3.4 Sample Size

Currivan (2004) defines a sampling frame as "...a list or other device used to define a researcher's population of interest. The sampling frame defines a set of elements from which a researcher can select a sample of the target population."

The study used Yamane formula in calculation of the sample size;

$$n = \frac{N}{1 + N(E)^2}$$

n =sample size,

N = population size (212)

e =level of precision (p-value of 0.05)

$$138.562 = \frac{212}{1 + 212(0.05)^2}$$

n ≈ 139

Thus, the total respondents for the study were 139 NGOs supporting Secondary schools in Nairobi County, Kenya. Accordingly, the study will include one individual, an Operational Manager, from

each NGO who were chosen using purposive sampling since the researcher used her professional experience to determine who to include in the sample on the basis of their familiarity with resource mobilisation strategies.

3.5 Research Instruments and Data Collection Procedures

To collect the data from NGOs, questionnaire was used. According to Ogula (2008), a questionnaire is ideal for gathering data directly from individuals since it is a professionally developed instrument. This helped the researcher get more accurate data. The questionnaire included semi-structured closed-ended questions to offer more control for the researcher over the responses, as well as open-ended questions that allowed the researcher to obtain thorough information. As a result, the data was qualitative as well as quantitative. Respondents were given questionnaires using a drop-and-pick approach. The researcher left the questionnaire for the respondents to complete on their own time and retrieve the completed form within one week. This gave the responders adequate time to read, interpret, and fill out the forms with utmost focus.

The questionnaires aimed to obtain qualitative and quantitative data from respondents. The questionnaire was broken into two sections; the first collected the demographics of the respondents. The second portion of the questionnaire captured the respondent's thoughts on the things in issue. The section contained a 5 Likert scale which were be 1 – Strongly Disagree (SD), 2 –Disagree (D), 3 – Neutral (N), 4 –Agree (A), and 5 – Strongly Agree (SA). The section also provided an open-ended question where the respondents were required to give additional information on the study phenomenon

3.6 Pilot Study

Hazzi and Maldaon (2015) affirmed that a pilot test, which is a minimised test of the methods and techniques to be applied on the larger main study, is used to improve the value and the proficiency of the main study. Hassan, Schattner and Mazza (2006) maintained that pilot studies are conducted to realise probable areas of concern and limitations in research instruments and procedures before the conduct of the main study. In accordance with the recommendations of Mugenda and Mugenda (2003), 10% of the sample population was used to conduct a pilot test in the study. These included

individuals who were experts from the NGO sector but who were not included in the main study. The individuals were reached through Google Forms platform.

3.6.1 Validity of the Data Collection Instrument

Validity refers to the extent to which the research instrument accurately measures what it is designed to measure (DeVellis, 2016). It ensures that the data gathered is accurate, meaningful, and aligned with the objectives of the research. In this study, both content validity and construct validity were tested during the pilot phase:

Content Validity: Content validity ensures that the instrument covers all relevant topics within the research scope (Roebianto et al., 2023). To achieve content validity, the questionnaire was subjected to a rigorous review process by a panel of subject-matter experts, including specialists in resource mobilization strategies, education, and NGO operations. The experts evaluated whether the questions comprehensively covered the research topic and adequately addressed the variables under investigation. They also assessed whether the questionnaire items were appropriately worded, clearly formulated, and relevant to the research objectives. The experts provided feedback on the comprehensiveness and balance of the items, suggesting revisions to improve clarity and focus. Based on their input, the researcher revised some of the questions, ensuring they accurately represented the constructs being measured and were free from ambiguity.

Construct Validity: Construct validity was examined by ensuring that each item in the questionnaire was aligned with the theoretical constructs identified in the study (Dixon & Johnson, 2019). Construct validity was evaluated using exploratory component factor analysis where a threshold of 0.5 was adopted on the factor loading values in accordance with the recommendations of Beaver *et al.* (2019).

Both the feedback from experts and the observations during the pilot study were carefully analysed. Necessary modifications, including rewording ambiguous questions and adding clarifications where needed, were made to ensure the instrument was both valid and robust for the main study.

3.6.2 Reliability of the Data Collection Instrument

Reliability is the degree to which a research instrument produces consistent and stable results over time and across different conditions (Bolarinwa, 2015). It ensures that the research findings are dependable and replicable. To test the reliability of the research instrument, the data from the pilot study were analysed using Cronbach's alpha, which is a measure of internal consistency.

Cronbach's alpha evaluates the extent to which items within a scale are correlated and, therefore, measure the same underlying construct. A coefficient value closer to 1 indicates strong internal consistency. In this study, a threshold of 0.7 or higher was considered acceptable, as recommended by Streiner and Norman (2008). The researcher computed Cronbach's alpha for each of the key constructs related to resource mobilization strategies and operational efficiency to ensure the consistency of the questionnaire items. This reliability test provided valuable insights into how well the items performed together as a group, highlighting any items that needed to be revised or removed to improve the instrument's consistency.

The results of the pilot study indicated that the research instrument demonstrated strong reliability, with Cronbach's alpha values exceeding the 0.7 threshold for most constructs. This ensured that the instrument was free from random errors and capable of producing reliable data in the main study. The high reliability score reinforced the confidence in the internal consistency of the instrument and assured the researcher that the instrument was stable across various respondents and conditions. The results of the reliability tests are shown in Table 3.1. According to the results, each of the variables had Cronbach's Alpha scores above the 0.7 threshold indicating that they all had acceptable levels of internal consistency.

Table 3. 1: Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Combined	0.810	30
Diversified Self-Production Strategy	0.711	7
Constituent-Centric Mobilization Strategy	0.787	7
Collaborative Co-optation Strategy	0.728	6
Strategic Patronage Strategy	0.768	5
Operational Efficiency of NGOs	0.824	5

Source: Author (2024)

3.7 Data Analysis Procedures and Model

The collected field data was authenticated and then coded. As stated by Mugenda (2003), such data must be verified, coded, and entered into a computer before being examined. The findings of such analyses enable researchers to make sense of the data. The study produced both qualitative and quantitative information. Regression analysis was used to look at the relationship between the variables in quantitative data. Descriptive statistics like frequencies, percentages, and averages were used to examine the data. The qualitative data was first categorized into topics that relate to the objectives of the study. Qualitative data was analysed using text analytics and document analysis. Data analysis entailed analysing, classifying, tabulating, and recombining material to determine its relevance to the study's primary purpose and objective, research questions, and concerns.

Pie charts, bar graphs, and tabulations were all employed to present quantitative data. To demonstrate the frequencies, percentages, mean, and standard deviation, tables were utilized. To ascertain each variable's relative significance to the research, a multivariate regression model was utilized. Multiple regression, according to by Mugenda and Mugenda (2003), examines to determine if a set of variables as a whole can predict a certain dependent variable.

The study used a multivariate regression model to analyse the relationship between the independent and dependent variables. The regression model indicates the degree and direction of the link, as well as the significance of the relationship. The model was authenticated as follows: data integrity was assured through the use of secure storage of responses which were received anonymously and confidentially; reproducibility was also assured through the use of the same model in the analysis that was used to produce the original results; and only the researcher had access to the final results to ensure its security.

The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where Y is the dependent variable (Operational Efficiency of NGOs),

β_0 is the regression coefficient,

$\beta_1, \beta_2, \beta_3$ and β_4 are the regression's slopes,

X_1 = Diversified Self-Production Strategy

X_2 = Constituent-Centric Mobilization Strategy

X_3 = Collaborative Co-optation Strategy

X_4 = Strategic Patronage Strategy

α = an error term.

3.8 Ethical Consideration

To maintain ethical standards and adhere to regulations, several measures were implemented during the data collection process. Strathmore University provided ethical approval, after which a permission was requested and acquired by the National Commission for Science, Technology, and Innovation. To safeguard the participants' anonymity and privacy, their identities were handled with extreme care depending on their choices and agreement. Before data collection begins, participants were given detailed information about the study's objective and methods, and their participation was fully voluntary and based on informed consent. Efforts were taken to ensure that participants understand the study's objective and are comfortable with their participation. Throughout the research process, all participants were treated with respect and consideration, and their responses were handled with care and without any form of discrimination. Participants were informed that their participation does not entail any financial benefits and that they are under no obligation to participate. The research findings were disseminated through appropriate channels, contributing to the dissemination of knowledge in the field.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND PRESENTATION

4.1 Introduction

Chapter Four presents the empirical findings obtained through data analysis, aiming to investigate the influence of various factors on operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. This chapter explores the relationship between diversified self-production strategy, constituent-centric mobilization strategy, collaborative co-optation strategy, strategic patronage strategy, and operational efficiency of NGOs supporting secondary schools in Kenya. The chapter is organized to examine each objective systematically, providing detailed insights into the study's focal areas.

4.2 Response Rate

This section presents the response rate of the survey conducted to assess the influence of resource mobilization strategies on the operational efficiency of NGOs supporting secondary schools in Nairobi County. The response rate is a crucial measure of the reliability and validity of the collected data. A high response rate enhances the generalizability of the research findings, ensuring they accurately represent the target population. The table below summarizes the response rate achieved in this study.

Table 4.1: Response Rate

Respondents	Sample	Response Rate
Responses	117	84%
No Responses	22	16%
Total/Average	139	100.00%

Source: Primary Data (2024)

The response rate presented in Table 4.1 indicates a highly successful data collection process. Out of 139 respondents sampled, 117 provided responses, resulting in an impressive response rate of 84%. This high response rate is indicative of a strong engagement and interest among the targeted participants, which enhances the reliability and validity of the data collected. High response rates are crucial in ensuring that the findings of a study accurately reflect the perspectives of the target

population. According to Fincham (2008), a response rate above 80% is generally considered excellent and significantly reduces the likelihood of non-response bias, ensuring that the results are more representative of the entire population being studied. This robust engagement suggests that the NGOs supporting secondary schools in Nairobi County are actively involved and willing to contribute to research aimed at improving their operational efficiency through resource mobilization strategies.

Conversely, the non-response rate was relatively low, with only 22 out of 139 sampled participants not providing responses, accounting for 16% of the sample. This low non-response rate further underscores the effectiveness of the data collection methods employed. It also suggests that the barriers to participation were minimal, and the topic was of significant relevance to the respondents. According to Baruch and Holtom (2008), lower non-response rates, especially below 20%, contribute to the robustness of the study, as they indicate that the majority of the sample population participated, thereby enhancing the generalizability of the findings. Consequently, the data gathered from this substantial response rate can be considered representative of the broader population of NGOs supporting secondary schools in Nairobi County.

4.3 Demographic Analysis

In Section 4.3, the demographic information of respondents provides crucial context for understanding the dynamics influencing resource mobilization strategies and operational efficiency within NGOs supporting secondary schools in Nairobi County, Kenya. The analysis encompasses gender distribution, marital status, highest education levels, and tenure within the organizations, offering insights into the diverse backgrounds and experiences of those involved in the study. These demographic factors play a significant role in shaping perspectives, priorities, and capabilities, ultimately influencing the effectiveness of resource mobilization efforts and organizational performance.

Figure 4.1 illustrates the gender distribution of the respondents who participated in the survey.

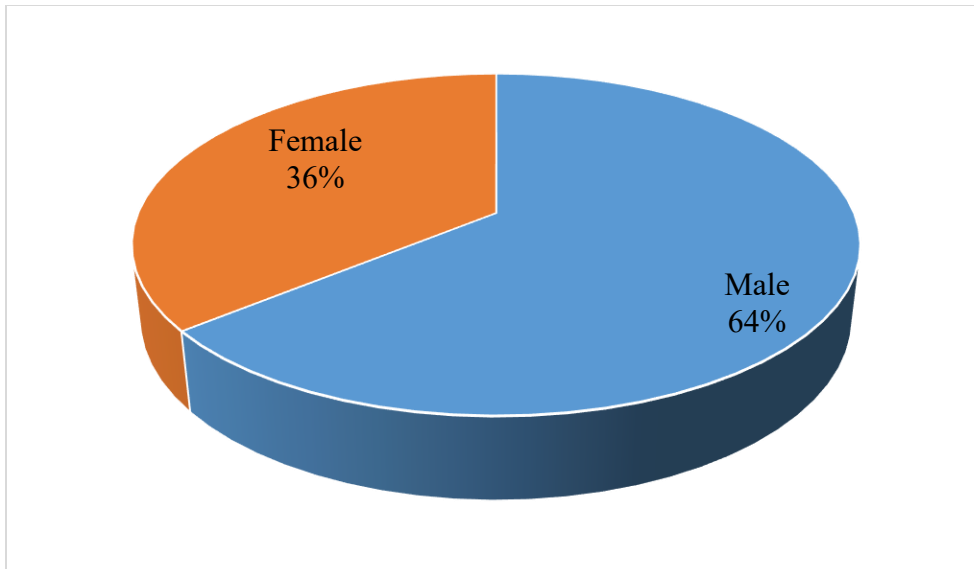


Figure 4.1: Respondent's Gender

Source: Primary Data (2024)

Out of the 117 respondents, 75 were male, representing 64.1% of the total sample, while 42 were female, accounting for 35.9%. This indicates a higher participation rate among males compared to females in the study. Such a disparity in gender representation can provide insights into the gender dynamics within NGOs supporting secondary schools in Nairobi County. The higher male participation is an indicator that there is a relatively poor gender diversity in NGOs involved in secondary school education in Nairobi City County. Thus, more efforts are needed in enhancing the recruitment of females into these organisations.

Figure 4.2 shows the marital status of the respondents participating in the survey.

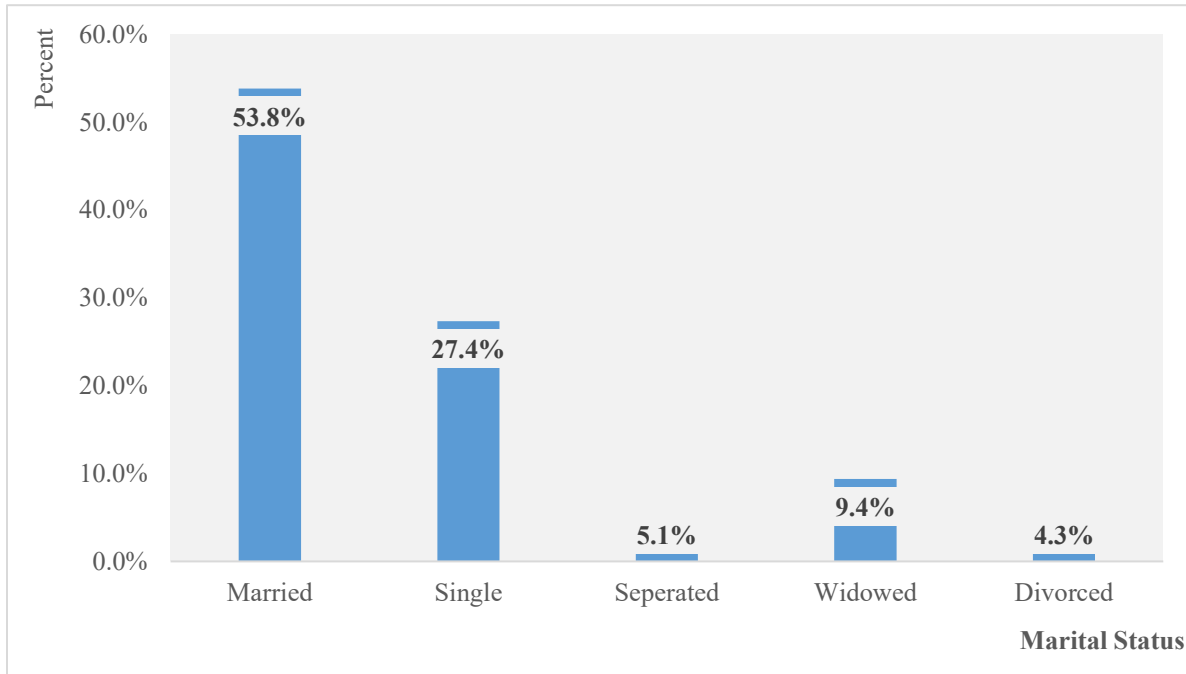


Figure 4.2: Respondent's Marital Status

Source: Primary Data (2024)

The majority of respondents, 63 out of 117, are married, constituting 53.8% of the sample. Single respondents account for 27.4%, with 32 individuals. Other marital statuses include widowed (9.4%), separated (5.1%), and divorced (4.3%), indicating a diverse representation of personal backgrounds among the respondents. This is a reflection of the fact that these individuals were settled in their lives and were responsible by implication. According to Babbie (2010), demographic characteristics such as marital status can significantly impact respondents' views and behaviours, influencing their responses in surveys. By acknowledging the marital status distribution, the study can better understand how personal circumstances might affect respondents' perceptions and contributions to resource mobilization strategies. This comprehensive understanding ensures that the recommendations made are considerate of the varying needs and circumstances of the diverse groups within the NGO sector supporting secondary schools in Nairobi County.

Figure 4.3 details the highest education levels of the respondents involved in the survey.

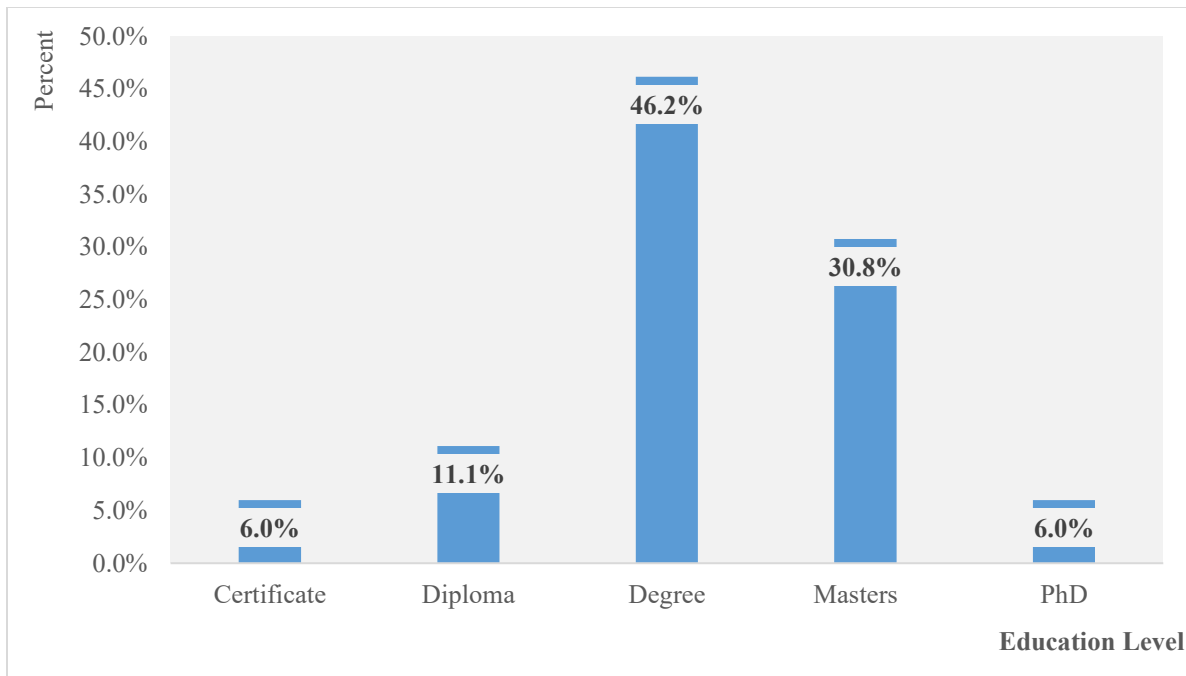


Figure 4.3: Respondent's Highest Education Level

Source: Primary Data (2024)

The majority hold a degree, with 54 out of 117 respondents (46.2%) reporting this level of education. Following this, 36 respondents (30.8%) have a master's degree, indicating a substantial portion of highly educated individuals within the sample. Those with a diploma account for 11.1% (13 respondents), while both certificate holders and PhD holders each make up 6.0% of the sample, with 7 respondents in each category. This educational distribution suggests that a significant number of respondents possess advanced knowledge and skills, which can be critical for effective resource mobilization and operational efficiency within NGOs.

The educational background of respondents is a vital demographic characteristic as it can influence their ability to engage with and implement complex resource mobilization strategies. According to Roberts (2019), higher levels of education are often associated with better problem-solving skills, enhanced critical thinking, and increased capacity for innovation, all of which are essential for improving organizational performance. The prevalence of degree and master's holders among the respondents suggests a potentially high level of expertise and competence within the NGOs surveyed. This level of educational attainment can contribute positively to the effectiveness of

resource mobilization efforts, as well-educated staff are likely to be more proficient in identifying and leveraging opportunities for resource acquisition and management.

The findings in Figure 4.4 shed light on the tenure of individuals within the NGOs supporting secondary schools in Nairobi County, Kenya.

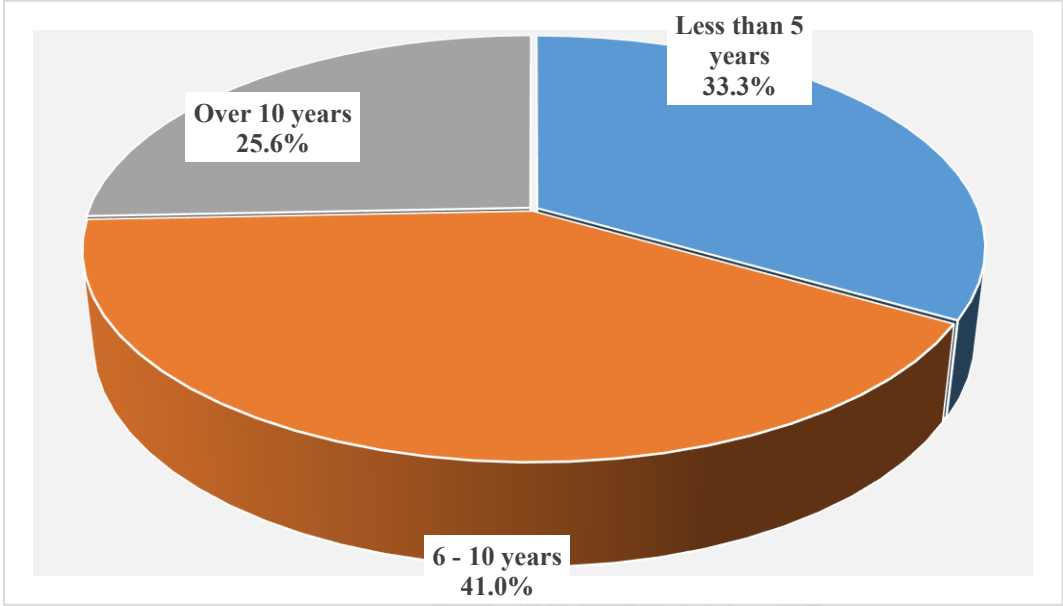


Figure 4.4: Duration the Respondent Has Worked in their Respective NGO

Source: Primary Data (2024)

Notably, a significant portion of respondents, comprising 41.0%, reported a work duration ranging from 6 to 10 years. This suggests a moderate level of stability within the workforce of these organizations, possibly indicating a favourable environment for the implementation of resource mobilization strategies. With a considerable portion of staff having spent a considerable amount of time within their respective NGOs, there likely exists a wealth of institutional knowledge and experience that can be leveraged to enhance operational efficiency.

Conversely, while 33.3% of respondents reported a tenure of less than 5 years, indicating a relatively high turnover rate, this may pose challenges to the effective implementation of resource mobilization strategies. Newer staff members may require additional training and time to familiarize themselves with the organization's operations and fundraising processes, potentially slowing down the pace of resource mobilization efforts. Therefore, while a substantial proportion

of staff have garnered significant experience over time, attention should also be directed towards addressing turnover rates to ensure a more stable workforce capable of efficiently executing resource mobilization strategies (Smith, 2020).

Figure 4.5 provides insights into the longevity of the NGOs operating in support of secondary schools in Nairobi County, Kenya.

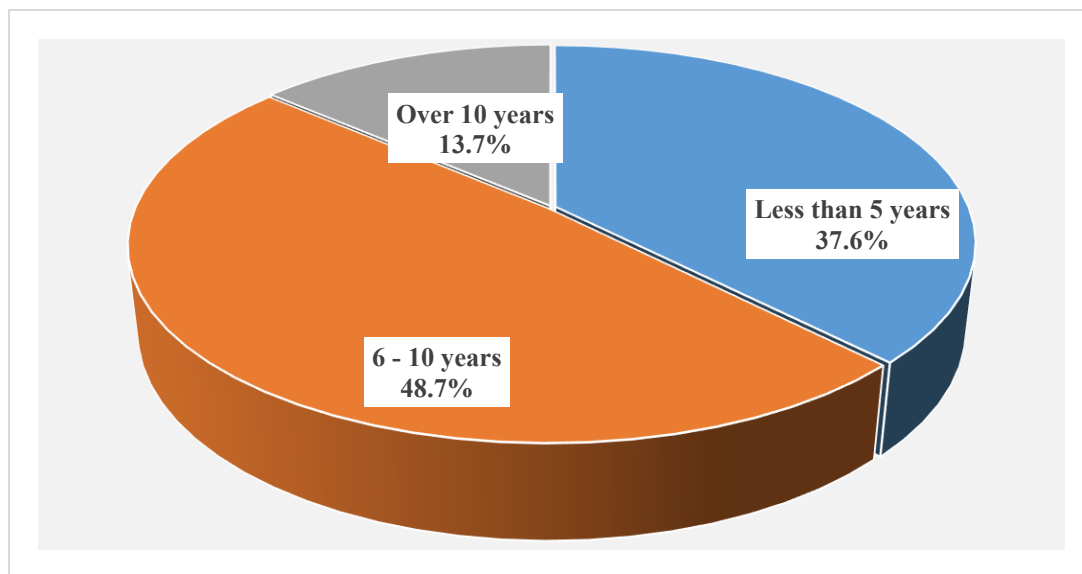


Figure 4.5: Duration the NGO been in operational

Source: Primary Data (2024)

Remarkably, nearly half of the NGOs surveyed have been operational for a period ranging from 6 to 10 years, constituting 48.7% of the total sample. This finding suggests a relatively stable presence of these organizations within the educational landscape of the region. NGOs with a moderate tenure may have had sufficient time to establish networks, partnerships, and fundraising mechanisms, contributing to their operational sustainability and effectiveness in mobilizing resources to support secondary schools (Jones et al., 2018).

In contrast, 37.6% of the NGOs have been in operation for less than 5 years, indicating a notable proportion of relatively new entrants into the sector. While these organizations may bring fresh perspectives and innovative approaches to resource mobilization, they may also encounter challenges associated with establishing credibility, building relationships, and navigating the complex landscape of fundraising in Nairobi County. Therefore, efforts aimed at supporting newer

NGOs in developing robust resource mobilization strategies and fostering collaborations with more established entities could enhance their operational efficiency and sustainability in the long term (Brown & Johnson, 2019).

4.4 Descriptive Findings

In this section, descriptive findings are presented, offering insights into respondents' perceptions regarding various aspects of resource mobilization strategy in Nairobi County, Kenya. Specifically, views on the utilization of diversified self-production strategy, constituent-centric mobilization strategy, collaborative co-optation strategy, strategic patronage strategy technologies, and the overall operational efficiency are explored.

4.3.1 Diversified Self-Production Strategy

Table 4.2 outlines descriptive findings pertaining to the utilization of diversified self-production strategy in Nairobi County, Kenya. The findings provide an overview of how NGOs supporting secondary schools in Nairobi County are utilizing various initiatives to enhance resource mobilization and operational efficiency.

Table 4.2: Descriptive Findings for Diversified Self-Production Strategy

Statement	Mean	Std. Deviation
a) NGO have adopted Diversified Self-Production initiatives	3.35	1.335
b) There are House hold empowerment programmes done by the NGOs to maximize production	3.824	0.976
c) The NGO promotes Innovation and at the house hold level	3.861	0.928
d) NGOs have platforms for developing skill among the community members	3.35	1.199
e) NGO seek the international and local market for products developed	3.832	1.003
f) NGOs usually provide value addition to the product produced by community	3.876	0.995
g) NGO have platforms economic empower the community by teaching them on how to invest money from sales	3.308	1.303
Average	3.629	1.106

Source: Primary Data (2024)

The statement "NGO have adopted Diversified Self-Production initiatives" received a mean score of 3.35 with a standard deviation of 1.335, indicating a moderate level of agreement among respondents. This suggests that while there is some adoption of diversified self-production initiatives, there is variability in perception, reflecting possible inconsistencies in the implementation or communication of these strategies within different NGOs (Brown & Johnson, 2019).

Household empowerment programs appear to be a more widely accepted initiative, as evidenced by the mean score of 3.824 and a lower standard deviation of 0.976. This reflects a strong emphasis on empowering households, which is crucial for enhancing self-sufficiency and economic resilience at the community level. These programs likely play a pivotal role in improving resource mobilization by enabling community members to generate and sustain their own resources (Jones et al., 2018).

Innovation at the household level is also notably promoted by NGOs, as indicated by a mean score of 3.861 and a standard deviation of 0.928. By encouraging innovative practices, NGOs can enhance the productivity and efficiency of households, which in turn supports broader resource mobilization efforts. This focus on innovation is crucial for adapting to changing circumstances and overcoming resource constraints (Roberts, 2019).

The establishment of platforms for skill development and economic empowerment, however, shows mixed results. While respondents acknowledged the existence of these platforms, with mean scores of 3.35 for skill development and 3.308 for economic empowerment, the relatively higher standard deviations (1.199 and 1.303 respectively) indicate significant variability in experiences and perceptions. This suggests that while some NGOs may be effectively providing these platforms, others might be lacking in this area. Ensuring consistent and effective implementation of such initiatives across all NGOs could enhance overall operational efficiency and resource mobilization efforts (Smith, 2020).

All the statements had standard deviations that ranged between 0.928 and 1.335 indicating that there was little variation in each of the responses with the average responses and that there a high level of agreement amongst the respondents. This also correlated with the finding related to the average mean that diversified self-production strategy had been widely adopted by the NGOs.

4.3.2 Constituent-Centric Mobilization Strategy

Table 4.3 presents descriptive findings regarding the utilization of constituent-centric mobilization strategy in Nairobi County, Kenya. The responses are categorized based on levels of agreement, ranging from strongly disagree to strongly agree.

Table 4.3: Descriptive Findings for Constituent-Centric Mobilization Strategy

Statement	Mean	Std. Deviation
a) NGOs strategize on future plans of the project in distribution of the resources	3.957	1.045
b) NGOs promote equity when distributing resources	3.809	0.989
c) There is inclusion in in distribution of resource	3.845	1.024
d) When distributing resources there is public participate to identify needs of the community	3.983	1.025
e) There is monitoring and evaluation in mobilization of resources	3.972	1.036
f) There are feedback and communication mechanism	4.062	0.993
g) NGO promote relationship building when mobilizing relationship	4.103	0.968
Average	3.962	1.011

Source: Primary Data (2024)

The statement "NGOs strategize on future plans of the project in distribution of the resources" received a mean score of 3.957 with a standard deviation of 1.045. This indicates a strong agreement among respondents. The high level of agreement suggests that many NGOs are proactive in planning and resource allocation, which is critical for ensuring sustainability and meeting the long-term needs of the communities they serve (Ochieng, 2020).

Equity in resource distribution is another critical aspect highlighted by the findings, with a mean score of 3.809 and a standard deviation of 0.989. It is evident that NGOs are committed to fair and just distribution of resources. This focus on equity helps ensure that resources reach those who need them most, promoting social justice and enhancing community trust in the NGOs' operations. Equity in resource allocation is essential for achieving balanced and effective community development (Kamau & Muriuki, 2019).

The importance of inclusion in resource distribution is also underscored, with a mean score of 3.845 and a standard deviation of 1.024. This indicates that NGOs value participatory approaches that involve community members in decision-making processes. This inclusion helps ensure that the resources distributed are aligned with the community's actual needs and preferences, fostering a sense of ownership and accountability among community members (Mutua, 2021). Such inclusive practices are crucial for the sustainability and success of NGO initiatives.

Moreover, monitoring and evaluation mechanisms in resource mobilization are strongly emphasized, as reflected by a mean score of 3.972 and a standard deviation of 1.036. This is an indicator that these mechanisms are widely recognized as essential for assessing the effectiveness of resource mobilization strategies. Effective monitoring and evaluation help NGOs to continuously improve their processes, ensuring that resources are utilized efficiently and effectively to achieve the desired outcomes (Wanjiku, 2018). This commitment to accountability and continuous improvement enhances the overall impact of the NGOs' efforts.

Thus, the high levels of agreement across various statements indicate that NGOs supporting secondary schools in Nairobi County are effectively implementing constituent-centric mobilization strategies. These strategies, which include strategic planning, promoting equity, fostering inclusion, and robust monitoring and evaluation, are crucial for enhancing operational efficiency and better serving the communities.

All the statements had standard deviations that ranged between 0.968 and 1.045 indicating that there was little variation in each of the responses with the average responses and that there a high level of agreement amongst the respondents. This also correlated with the finding related to the average mean that constituent-centric mobilisation strategy had been widely adopted by the NGOs.

4.3.3 Collaborative Co-Optation Strategy

Table 4.4 illustrates descriptive findings concerning the utilization of collaborative co-optation strategy in Nairobi County, Kenya. The responses are categorized based on levels of agreement, ranging from strongly disagree to strongly agree.

Table 4.4: Descriptive Findings for Collaborative Co-Optation Strategy

Statement	Mean	Std. Deviation
a) NGO linkup with other organization to with similar objectives	3.906	1.174
b) NGO have developed partnership with other NGOs and Government agencies	4.003	1.017
c) NGO have adopted technology for improved productivity	4.153	0.944
d) The organization have practice to ensure optimal resource utilization	3.744	1.153
e) There are joint projects where NGOs shares with other organization	3.669	1.065
f) NGO Review resource utilization regularly	3.974	1.028
Average	3.908	1.064

Source: Primary Data (2024)

The findings highlight the importance of partnerships and technology in enhancing the operational efficiency of NGOs supporting secondary schools in Nairobi County. The statement "NGO linkup with other organizations with similar objectives" received a mean score of 3.906 and a standard deviation of 1.174. This indicates that a majority of NGOs actively engage in collaborations with other organizations that share similar goals. Such partnerships help pool resources, share expertise, and achieve common objectives more effectively (Guo & Acar, 2005).

The development of partnerships with other NGOs and government agencies is even more pronounced, as indicated by a mean score of 4.003 and a standard deviation of 1.017. This highlighted that forming strategic alliances is a well-adopted practice. These partnerships are crucial for resource mobilization, providing access to a broader range of resources and increasing the legitimacy and influence of the NGOs. Collaborative efforts with government agencies facilitate better alignment with national policies and greater support for educational initiatives (Gazley & Brudney, 2007).

Adoption of technology is another key strategy, with a high mean score of 4.153 and a lower standard deviation of 0.944. This indicated that NGOs have embraced technology to improve productivity. The use of technology can streamline operations, enhance communication, and

improve data management, which are critical for effective resource mobilization and project implementation. Technology adoption is essential for modernizing NGO operations and staying competitive in a rapidly evolving landscape.

However, the practice of ensuring optimal resource utilization shows some variability, as reflected by a mean score of 3.744 and a standard deviation of 1.153. This indicates that while some NGOs have robust practices in place, others may still be developing or refining their approaches to resource utilization. Ensuring optimal use of resources is critical for maximizing impact and achieving sustainable outcomes (Ebrahim, 2003).

Finally, the review of resource utilization and engagement in joint projects are also notable strategies. Regular reviews of resource utilization, with a mean score of 3.974 and a standard deviation of 1.028, suggest a commitment to accountability and continuous improvement. Joint projects with other organizations, scoring a mean of 3.669 and a standard deviation of 1.065, indicate that while collaboration is common, there is still room for increasing the frequency and effectiveness of such joint efforts. Regular reviews and collaborative projects are essential for identifying areas for improvement and leveraging collective strengths to achieve greater impact. The high levels of agreement across various statements indicate that NGOs in Nairobi County are actively pursuing collaborative co-optation strategies. By forming partnerships, adopting technology, ensuring optimal resource utilization, and engaging in joint projects, these NGOs are enhancing their operational efficiency and effectiveness in supporting secondary schools.

All the statements had standard deviations that ranged between 0.944 and 1.174 indicating that there was little variation in each of the responses with the average responses and that there a high level of agreement amongst the respondents. This also correlated with the finding related to the average mean that collaborative co-optation strategy had been widely adopted by the NGOs.

4.3.4 Strategic Patronage Strategy

Table 4.5 presents descriptive findings regarding the utilization of different strategic patronage strategy methods in Nairobi County, Kenya. The responses are categorized based on levels of agreement, ranging from strongly disagree to strongly agree.

Table 4.5: Descriptive Findings for Strategic Patronage Strategy

Statement	Mean	Std. Deviation
a) When mobilizing resources, the NGO focuses on individual needs	4.180	0.887
b) NGOs work on building a long-term relationship with its subject	3.842	0.970
c) When distributing resources, the NGO focuses on maintaining loyalty from the community members and partners	4.316	0.906
d) The NGO influences its partners to mobilize resources	3.752	1.043
e) The NGO has developed trust with its partners	4.197	1.036
Average	4.057	0.968

Source: Primary Data (2024)

The findings emphasize the importance NGOs place on addressing individual needs and building lasting relationships with their stakeholders. The statement "When mobilizing resources, the NGO focuses on individual needs" received a mean score of 4.180 and a standard deviation of 0.887. This high level of agreement indicates that NGOs prioritize understanding and addressing the specific needs of individuals within the communities they serve, which is crucial for gaining trust and ensuring the relevance of their interventions (Batti, 2014).

Building long-term relationships is another key focus for these NGOs, as evidenced by a mean score of 3.842 and a standard deviation of 0.970 for the statement "NGOs work on building a long-term relationship with its subject." This showed that maintaining enduring connections with beneficiaries and stakeholders is a strategic priority. Long-term relationships can enhance the stability and sustainability of resource mobilization efforts, as they foster a sense of loyalty and ongoing support from the community (Macdonald et al., 2018).

The importance of maintaining loyalty from community members and partners when distributing resources is particularly notable, with a mean score of 4.316 and a standard deviation of 0.906. This indicates that NGOs are highly focused on strategies that ensure continued support and loyalty. This approach helps in creating a dependable base of support, which can be crucial for sustained resource mobilization and operational efficiency (Bhati & McDonnell, 2020).

NGOs also influence their partners to mobilize resources, though with slightly more variability, as shown by a mean score of 3.752 and a standard deviation of 1.043. This suggests that while many NGOs successfully engage their partners in resource mobilization efforts, there may be challenges or inconsistencies in how this strategy is implemented across different organizations. Effective partner engagement is essential for amplifying resource mobilization efforts and achieving broader impact (Mitchell, 2019).

Finally, the development of trust with partners is a critical element of the strategic patronage strategy, with a mean score of 4.197 and a standard deviation of 1.036. This showed that trust is a foundational element for successful collaborations and partnerships, as it facilitates open communication, reduces transaction costs, and enhances mutual support. Building and maintaining trust is essential for effective resource mobilization and the long-term sustainability of NGO operations (Lee & Yoon, 2021).

Therefore, the high levels of agreement across the various statements indicate that NGOs in Nairobi County are effectively leveraging strategic patronage strategies to enhance their operational efficiency. By focusing on individual needs, building long-term relationships, maintaining community loyalty, influencing partners, and developing trust, these NGOs create a strong foundation for sustainable resource mobilization.

All the statements had standard deviations that ranged between 0.887 and 1.043 indicating that there was little variation in each of the responses with the average responses and that there a high level of agreement amongst the respondents. This also correlated with the finding related to the average mean that strategic patronage strategy had been widely adopted by the NGOs.

4.3.5 Operational Efficiency

Table 4.6 presents descriptive findings regarding operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. Responses are categorized based on levels of agreement, ranging from strongly disagree to strongly agree.

Table 4.6: Descriptive Findings for Operational Efficiency

Statement	Mean	Std. Deviation
a) There is efficient resource use ensuring cost-effective educational support to Nairobi County's secondary schools	3.769	0.904
b) There are clear processes ensuring prompt distribution of educational resources to schools	3.845	1.024
c) There is competent staff enhancing coordination for effective program implementation	3.863	0.890
d) There is monitoring identifying bottlenecks for timely remedies in program delivery	3.974	1.028
e) There is collaborative partnerships optimizing resource sharing and best practices	3.863	0.829
Average	3.863	0.935

Source: Primary Data (2024)

The descriptive findings for operational efficiency shed light on various aspects crucial for the effective functioning of NGOs supporting secondary schools in Nairobi County. Firstly, regarding efficient resource utilization for cost-effective educational support, the mean score of 3.769 and standard deviation of 0.904 indicate a moderate level of agreement. This suggests that while efforts are made towards efficient resource utilization, there may still be room for improvement in optimizing resources to ensure cost-effective educational support (Emerson & Twersky, 1996).

Secondly, the existence of clear processes for the prompt distribution of educational resources to schools is highlighted. With a mean score of 3.845 and standard deviation of 1.024. However, there are also notable proportions of neutral and disagreeing views. This suggests that while efforts are made towards ensuring clear processes, there may be challenges or inefficiencies in the distribution chain that need to be addressed to enhance promptness and effectiveness (Hsiao & Li, 2019).

Thirdly, competent staff enhancing coordination for effective program implementation is emphasized. The mean score of 3.863 and standard deviation of 0.890 indicate a relatively high level of agreement. This suggests that competent staff play a significant role in coordinating

program implementation effectively. However, there are still areas for improvement, as evidenced by the presence of dissenting views (Stiles et al., 2001).

Fourthly, the importance of monitoring to identify bottlenecks for timely remedies in program delivery is highlighted. With a mean score of 3.974 and standard deviation of 1.028, there is a strong agreement among respondents. This underscores the recognition of monitoring as a crucial tool for identifying and addressing challenges promptly to ensure effective program delivery (Carman, 2007).

Lastly, collaborative partnerships for optimizing resource sharing and best practices are underscored. Despite a mean score of 3.863 and standard deviation of 0.829 indicating a relatively high level of agreement, there are notable proportions of neutral and disagreeing views. This suggests that while collaborative partnerships are recognized as important, there may be challenges or variations in their effectiveness across different NGOs and partnerships (Ansell & Gash, 2008). In summary, the findings highlight various dimensions of operational efficiency within NGOs supporting secondary schools in Nairobi County. While there are areas of strength, such as competent staff and the importance of monitoring, there are also areas for improvement, such as resource utilization and collaborative partnerships.

All the statements had standard deviations that ranged between 0.829 and 1.028 indicating that there was little variation in each of the responses with the average responses and that there a high level of agreement amongst the respondents. Both the average mean score of 3.863 and average standard deviation of 0.935 indicate that the NGOs had adequately incorporated the examined aspects of operational efficiency.

4.5 Inferential Findings

In Section 4.5, inferential findings are presented to establish the relationships between various factors related to resource mobilization strategy and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The analysis includes correlation analysis, regression analysis, ANOVA tests, and model coefficients to provide empirical evidence of the interconnectedness between resource mobilization strategies and operational efficiency.

4.5.1 Correlation Analysis

Table 4.7 presents the results of Pearson correlation analysis conducted to examine the relationships between various factors related to resource mobilization strategies and operational efficiency of NGOs supporting secondary schools in Nairobi County. The factors analysed include diversified self-production strategy, constituent-centric mobilization strategy, collaborative co-optation strategy, and strategic patronage strategy.

Table 4.7: Pearson Correlation

		Diversified Self-Production Strategy	Constituent-Centric Mobilization Strategy	Collaborative Co-Optation Strategy	Strategic Patronage Strategy	Operational Efficiency
Diversified Self-Production Strategy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	117				
Constituent-Centric Mobilization Strategy	Pearson Correlation	.396**	1			
	Sig. (2-tailed)	0.000				
	N	117	117			
Collaborative Co-Optation Strategy	Pearson Correlation	.492**	.490**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	117	117	117		
Strategic Patronage Strategy	Pearson Correlation	.456**	.475**	.504**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	117	117	117	117	
Operational Efficiency	Pearson Correlation	.685**	.700**	.746**	.672**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	117	117	117	117	117

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2024)

The findings indicate significant positive correlations between the variables under study. Specifically, there is a strong positive association between the utilization of diversified self-production strategy and operational efficiency ($r = 0.685$, $p < 0.01$). Similarly, constituent-centric mobilization strategy shows a strong positive correlation with operational efficiency ($r = 0.700$, $p < 0.01$). Moreover, collaborative co-optation strategy exhibits a positive correlation with both

constituent-centric mobilization strategy ($r = 0.490, p < 0.01$) and strategic patronage strategy ($r = 0.504, p < 0.01$). This suggests that organizations employing collaborative co-optation strategy are more likely to engage constituent-centric mobilization and strategic patronage strategies.

Additionally, there is a strong positive association between strategic patronage strategy and operational efficiency ($r = 0.672, p < 0.01$). These results provide evidence of positive associations between the various resource mobilization strategies and the operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya.

4.5.2 Influence of Resource Mobilization Strategies on Operational Efficiency

The findings in section 4.5.2 shed light on how the resource mobilization strategies influences operational efficiency of NGOs supporting secondary schools. Through regression analysis, ANOVA tests, and model coefficients, the extent of this influence was quantified, providing insights into the role of technological advancements in enhancing resource mobilization.

Table 4.8: R² for Relationship between Resource Mobilization Strategies and Operational Efficiency

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.905a	0.820	0.813	0.348	1.867

a Predictors: (Constant), Strategic Patronage Strategy, Diversified Self-Production Strategy, Constituent-Centric Mobilization Strategy, Collaborative Co-Optation Strategy
 b Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

Table 4.8 displays the results of the regression analysis examining the influence of Resource Mobilization Strategies on operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The table presents the coefficients of determination (R square) and other relevant statistical indicators. The coefficient of determination (R square) for the relationship between Resource Mobilization Strategies and operational efficiency of NGOs supporting secondary schools is 0.820, indicating that approximately 82.0% of the variance in operational efficiency of NGOs supporting secondary schools can be explained by the predictors included in

the model, namely Strategic Patronage Strategy, Diversified Self-Production Strategy, Constituent-Centric Mobilization Strategy, and Collaborative Co-Optation Strategy.

The adjusted R square, which adjusts for the number of predictors in the model, is 0.813. This adjusted value suggests that the model provides a good fit to the data, even after considering the number of predictors included. The standard error of the estimate is 0.348, indicating the average difference between the observed values of operational efficiency of NGOs supporting secondary schools and the values predicted by the model. The Durbin-Watson statistic, which assesses the presence of autocorrelation in the residuals, is 1.867. A value close to 2 indicates no significant autocorrelation. Overall, these findings suggest that the Resource Mobilization Strategies, which include factors such as Strategic Patronage Strategy, Diversified Self-Production Strategy, Constituent-Centric Mobilization Strategy, and Collaborative Co-Optation Strategy, has a substantial influence on operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya.

Table 4.9: ANOVA for Relationship between Resource Mobilization Strategies and Operational Efficiency

	Sum of Squares	df	Mean Square	F	Sig.
Regression	61.887	4	15.472	127.482	.000 ^b
Residual	13.593	112	0.121		
Total	75.480	116			

a Dependent Variable: Operational Efficiency
b Predictors: (Constant), Strategic Patronage Strategy, Diversified Self-Production Strategy, Constituent-Centric Mobilization Strategy, Collaborative Co-Optation Strategy

Source: Primary Data (2024)

Table 4.9 presents the results of the ANOVA (Analysis of Variance) test for assessing the relationship between Resource Mobilization Strategies and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The table includes the sum of squares, degrees of freedom (df), mean square, F-value, and significance level (Sig.) for the regression model. The ANOVA results indicate that the regression model is statistically significant, as evidenced by a significant F-value of 127.482 ($p < 0.001$). This suggests that the predictors

included in the model collectively contribute to explaining the variance in operational efficiency of NGOs supporting secondary schools.

The regression sum of squares (SSR) is 61.887, indicating the amount of variation in the dependent variable (operational efficiency of NGOs supporting secondary schools) explained by the predictors included in the model. The residual sum of squares (SSE) is 13.593, representing the unexplained variation in the dependent variable after accounting for the predictors in the model. The total sum of squares (SST) is 75.480, which represents the total variation in the dependent variable. Thus, the ANOVA results provide strong evidence that the Resource Mobilization Strategies, along with other predictors such as Strategic Patronage Strategy, Diversified Self-Production Strategy, Constituent-Centric Mobilization Strategy, and Collaborative Co-Optation Strategy, significantly influences operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya.

Table 4.10: Model Coefficients for Relationship between Resource Mobilization Strategies and Operational Efficiency

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.139	0.181		0.767	0.445
Diversified Self-Production Strategy	0.202	0.033	0.295	6.098	0.000
Constituent-Centric Mobilization Strategy	0.269	0.042	0.314	6.445	0.000
Collaborative Co-Optation Strategy	0.28	0.043	0.337	6.563	0.000
Strategic Patronage Strategy	0.208	0.048	0.218	4.365	0.000

a Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

Table 4.10 provides the model coefficients for the relationship between Resource Mobilization Strategies and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The table includes unstandardized coefficients (β), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for each predictor variable in the

regression model. The constant term (Constant) has a coefficient of 0.139 with a standard error of 0.181. The t-value for the constant term is 0.767, and its significance level is 0.445, indicating that it is not statistically significant in predicting operational efficiency of NGOs supporting secondary schools.

The coefficient for Diversified Self-Production Strategy is 0.202, indicating that for every one-unit increase in the use of Diversified Self-Production Strategy, there is a predicted increase of 0.202 units in operational efficiency of NGOs supporting secondary schools. This coefficient is statistically significant ($p < 0.001$), with a t-value of 6.098. Similarly, Constituent-Centric Mobilization Strategy, Collaborative Co-Optation Strategy, and Strategic Patronage Strategy also have significant positive coefficients ($p < 0.001$), indicating that increases in the utilization of these technologies are associated with higher levels of operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The standardized coefficients (Beta) provide a measure of the relative importance of each predictor in explaining the variance in operational efficiency of NGOs supporting secondary schools.

Overall, the coefficients in Table 4.10 suggest that the adoption of Diversified Self-Production Strategy, Constituent-Centric Mobilization Strategy, Collaborative Co-Optation Strategy, and Strategic Patronage Strategy technologies significantly contribute to improving operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The model can be constituted as follows:

$$Y = 0.139 + 0.202X_1 + 0.269X_2 + 0.28X_3 + 0.208X_4$$

Where Y is the operational efficiency;

X_i represents the independent variables (diversified self-production strategy, constituent-centric mobilization strategy, collaborative co-optation strategy, and strategic patronage strategy)

4.5.3 Influence of Diversified Self-Production Strategy on Operational Efficiency

Section 4.5.3 aims to discern how the adoption of diversified self-production strategy influences operational efficacy. Through statistical analysis encompassing R-squared determination, ANOVA tests, and model coefficients, the section elucidates the extent to which diversified self-

production strategy contribute to fostering operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya.

Table 4.11: R² for Relationship between Diversified Self-Production Strategy and Operational Efficiency

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.685a	0.469	0.465	0.590	1.604

a Predictors: (Constant), Diversified Self-Production Strategy

b Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

The coefficient of determination (R-squared) in Table 4.11 indicates that approximately 46.9% of the variance in operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya can be explained by the use of Diversified Self-Production Strategy. This suggests a moderate level of association between the adoption of Diversified Self-Production Strategy and the enhancement of operational efficiency of NGOs supporting secondary schools. The Durbin-Watson statistic is close to 2, indicating no significant autocorrelation present in the regression residuals.

Table 4.12: ANOVA for Relationship between Diversified Self-Production Strategy and Operational Efficiency

	Sum of Squares	df	Mean Square	F	Sig.
Regression	35.410	1	35.410	101.626	.000b
Residual	40.070	115	0.348		
Total	75.480	116			

a Dependent Variable: Operational Efficiency

b Predictors: (Constant), Diversified Self-Production Strategy

Source: Primary Data (2024)

The ANOVA results in Table 4.12 demonstrate that the regression model involving Diversified Self-Production Strategy as a predictor significantly explains the variance in operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya ($F = 101.626, p < 0.001$). The regression coefficient for Diversified Self-Production Strategy is statistically significant,

suggesting that the use of Diversified Self-Production Strategy is associated with a significant improvement in operational efficiency of NGOs supporting secondary schools.

Table 4.13: Model Coefficients for Relationship between Diversified Self-Production Strategy and Operational Efficiency

	Unstandardized	Standardized Coefficients			Sig.
	Coefficients	Std. Error	Beta	t	
	B				
(Constant)	2.271	0.164		13.821	0.000
Diversified Self- Production Strategy	0.469	0.046	0.685	10.081	0.000

a Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

In Table 4.13, the coefficient for Diversified Self-Production Strategy (0.469) indicates that for every one-unit increase in the utilization of Diversified Self-Production Strategy, there is a predicted increase of 0.469 units in operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. This coefficient is statistically significant ($p < 0.001$), highlighting the substantial influence of Diversified Self-Production Strategy on fostering operational efficiency of NGOs supporting secondary schools.

4.5.4 Influence of Constituent-Centric Mobilization Strategy on Operational Efficiency

In this section, the focus shifts towards exploring the influence of Constituent-Centric Mobilization Strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. Constituent-Centric Mobilization Strategy, with its diverse platforms and tools, has become integral to resource mobilization strategies.

Table 4.14: R² for Relationship between Constituent-Centric Mobilization Strategy and Operational Efficiency

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.700a	0.489	0.485	0.579	1.599

a Predictors: (Constant), Constituent-Centric Mobilization Strategy

b Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

Table 4.14 provides insights through the coefficient of determination (R-squared) and other relevant statistics. The R-squared value of 0.489 suggests that approximately 48.9% of the variance in operational efficiency of NGOs supporting secondary schools can be explained by the adoption of Constituent-Centric Mobilization Strategy. This indicates a substantial association between the use of Constituent-Centric Mobilization Strategy tools and the enhancement of operational efficiency. Additionally, the Durbin-Watson statistic of 1.599 suggests no significant autocorrelation present in the regression residuals, ensuring the robustness of the analysis.

Table 4.15: ANOVA for Relationship between Constituent-Centric Mobilization Strategy and Operational Efficiency

	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.942	1	36.942	110.236	.000b
Residual	38.538	115	0.335		
Total	75.480	116			

a Dependent Variable: Operational Efficiency

b Predictors: (Constant), Constituent-Centric Mobilization Strategy

Source: Primary Data (2024)

The ANOVA results presented in Table 4.15 elucidate the significance of the relationship between constituent-centric mobilization strategy utilization and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The regression model's high F-value of 110.236, coupled with a statistically significant p-value of .000, underscores the substantial influence of constituent-centric mobilization strategy on operational efficiency. This indicates that the variance in operational efficiency of NGOs supporting secondary schools attributed to constituent-centric mobilization strategy usage is unlikely to have occurred by chance. Thus, the findings provide robust evidence supporting the positive impact of constituent-centric mobilization strategy tools in fostering enhanced resource mobilization for NGOs supporting secondary schools in Nairobi County, Kenya.

Table 4.16: Model Coefficients for Relationship between Constituent-Centric Mobilization Strategy and Operational Efficiency

	Unstandardized	Standardized Coefficients		t	Sig.
	Coefficients	Std. Error	Beta		
	B				
(Constant)	1.426	0.235		6.057	0.000
Constituent-Centric Mobilization Strategy	0.600	0.057	0.700	10.499	0.000

a Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

The model coefficients presented in Table 4.16 delineate the quantitative relationship between Constituent-Centric Mobilization Strategy usage and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The coefficient for Constituent-Centric Mobilization Strategy ($\beta = 0.600$, $p < 0.001$) indicates a statistically significant positive association with operational efficiency of NGOs supporting secondary schools. This implies that for each unit increase in the utilization of Constituent-Centric Mobilization Strategy tools, there is a corresponding increase of 0.600 units in operational efficiency of NGOs supporting secondary schools, holding other variables constant. The robustness of this relationship is underscored by the high t-value of 10.499, reinforcing the significance of constituent-centric mobilization strategy in facilitating improved operational efficiency in Nairobi County, Kenya.

4.5.5 Influence of Collaborative Co-Optation Strategy on Operational Efficiency

This section aims towards understanding the influence of collaborative co-optation strategy on operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. Through statistical analyses such as correlation coefficients, regression models, and ANOVA tests, we aim to uncover the extent to which collaborative co-optation strategy influence operational efficiency.

Table 4.17: R² for Relationship between Collaborative Co-Optation Strategy and Operational Efficiency

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.746a	0.557	0.553	0.539	1.700

a Predictors: (Constant), Collaborative Co-Optation Strategy

b Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

Table 4.17 displays the R² statistics, indicating the strength and goodness of fit of the relationship between Collaborative Co-Optation Strategy and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The coefficient of determination (R²) stands at 0.557, suggesting that approximately 55.7% of the variability in operational efficiency of NGOs supporting secondary schools can be explained by the variation in Collaborative Co-Optation Strategy. This value signifies a moderately strong relationship between the two variables. Moreover, the adjusted R², which considers the number of predictors in the model, remains high at 0.553, indicating that the model's explanatory power is robust even after accounting for the complexity of the predictors. The standard error of the estimate, representing the average difference between the observed values and the values predicted by the model, is relatively low at 0.539, indicating a good fit of the model to the data. Additionally, the Durbin-Watson statistic, measuring the presence of autocorrelation in the residuals, stands at 1.700, indicating no significant autocorrelation issues in the model. Overall, these findings suggest that Collaborative Co-Optation Strategy play a substantial role in influencing operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya.

Table 4.18: ANOVA for Relationship between Collaborative Co-Optation Strategy and Operational Efficiency

	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.042	1	42.042	144.594	.000b
Residual	33.438	115	0.291		
Total	75.480	116			

a Dependent Variable: Operational Efficiency

b Predictors: (Constant), Collaborative Co-Optation Strategy

Source: Primary Data (2024)

Table 4.18 presents the ANOVA results for examining the relationship between Collaborative Co-Optation Strategy and operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. The analysis indicates a significant relationship, as evidenced by a highly significant F-statistic of 144.594 ($p < 0.001$). This result suggests that the variation in operational efficiency of NGOs supporting secondary schools can be attributed to the variation in Collaborative Co-Optation Strategy. The regression model accounts for a substantial portion of the total variance in operational efficiency of NGOs supporting secondary schools, as indicated by the large sum of squares for regression (42.042) compared to the residual sum of squares (33.438). The mean square for regression (42.042) represents the average amount of variance explained by the predictors, further highlighting the significance of collaborative co-optation strategy in influencing operational efficiency of NGOs supporting secondary schools. These findings underscore the importance of investing in and optimizing collaborative co-optation strategy to enhance operational efficiency in Nairobi County, Kenya.

Table 4.19: Model Coefficients for Relationship between Collaborative Co-Optation Strategy and Operational Efficiency

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.482	0.202			7.343	0.000
Collaborative Co-Optation Strategy	0.62	0.052	0.746		12.025	0.000

a Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

Table 4.19 displays the model coefficients for investigating the relationship between Collaborative Co-Optation Strategy and operational efficiency of NGOs supporting secondary schools. The regression analysis reveals a significant positive association between Collaborative Co-Optation Strategy and operational efficiency of NGOs supporting secondary schools, as evidenced by the coefficient for Collaborative Co-Optation Strategy ($\beta = 0.62$, $p < 0.001$). This indicates that for every unit increase in the quality or availability of Collaborative Co-Optation Strategy, there is a corresponding increase of 0.62 units in operational efficiency of NGOs supporting secondary schools, holding other variables constant. The standardized coefficient (Beta = 0.746) further emphasizes the strength and direction of this relationship. These findings suggest that NGOs can

enhance operational efficiency by investing in and optimizing their collaborative co-optation strategy.

4.5.6 Influence of Strategic Patronage Strategy on Operational Efficiency

The section explores the influence of various digital tools and platforms on operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya. Through inferential analyses, insights are provided into how factors such as strategic patronage strategy, diversified self-production strategy, constituent-centric mobilization strategy, and collaborative co-optation strategy impact the quality and efficiency of operations. Each subsection offers a comprehensive understanding of the dynamic relationship between digitalization and operational efficiency of NGOs supporting secondary schools in Nairobi County, utilizing correlation analyses, regression models, and ANOVA tests to uncover insights.

Table 4.20: R² for Relationship between Strategic Patronage Strategy and Operational Efficiency

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.672a	0.451	0.446	0.600	1.562

a Predictors: (Constant), Strategic Patronage Strategy
 b Dependent Variable: Operational Efficiency

Source: Primary Data (2024)

Table 4.20 provides the R² statistics for examining the relationship between Strategic Patronage Strategy and operational efficiency of NGOs supporting secondary schools. The coefficient of determination (R²) indicates that approximately 45.1% of the variance in operational efficiency of NGOs supporting secondary schools can be explained by the predictor variable of Strategic Patronage Strategy. The adjusted R square, which considers the number of predictors in the model, remains consistent at 44.6%. This suggests that Strategic Patronage Strategy contributes significantly to the explanation of operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya, as indicated by the statistically significant value of R (0.672) at $p < 0.001$.

Table 4.21: ANOVA for Relationship between Strategic Patronage Strategy and Operational Efficiency

	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.060	1	34.060	94.565	.000b
Residual	41.420	115	0.360		
Total	75.480	116			

a Dependent Variable: Operational Efficiency

b Predictors: (Constant), Strategic Patronage Strategy

Source: Primary Data (2024)

Table 4.21 displays the results of the ANOVA analysis conducted to assess the relationship between Strategic Patronage Strategy and operational efficiency of NGOs supporting secondary schools. The table reveals that the regression model is statistically significant ($F = 94.565$, $p < 0.001$), indicating that the inclusion of Strategic Patronage Strategy as a predictor significantly improves the model's ability to predict operational efficiency of NGOs supporting secondary schools. The sum of squares for regression is 34.060, suggesting that Strategic Patronage Strategy accounts for a significant proportion of the variance in operational efficiency of NGOs supporting secondary schools.

Table 4.22: Model Coefficients for Relationship between Strategic Patronage Strategy and Operational Efficiency

	Unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig.
(Constant)	1.129		3.983	0.000
Strategic Patronage Strategy	0.639	0.672	9.724	0.000

a Dependent Variable: Operational Efficiency

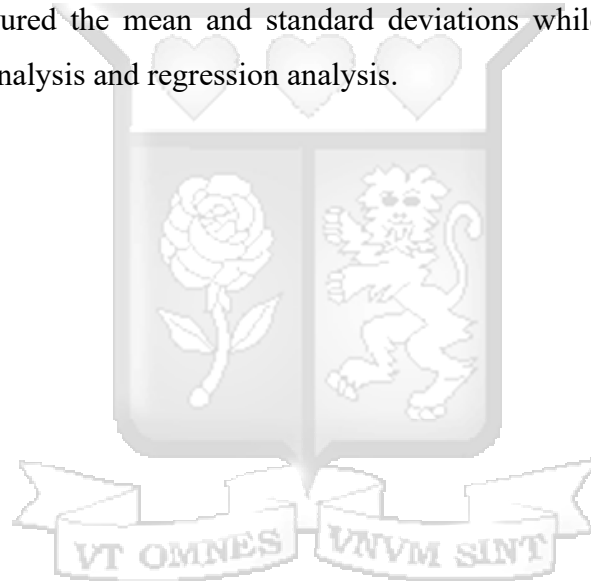
Source: Primary Data (2024)

Table 4.22 presents the model coefficients for the relationship between Strategic Patronage Strategy and operational efficiency of NGOs supporting secondary schools. The coefficient for Strategic Patronage Strategy ($\beta = 0.639$, $p < 0.001$) indicates that for each unit increase in Strategic Patronage Strategy, there is a corresponding increase of 0.639 units in operational efficiency of

NGOs supporting secondary schools, holding all other variables constant. The standardized coefficient (Beta = 0.672) signifies the strength and direction of the relationship between Strategic Patronage Strategy and operational efficiency of NGOs supporting secondary schools. The statistically significant t-value ($t = 9.724$, $p < 0.001$) suggests that the relationship between Strategic Patronage Strategy and operational efficiency of NGOs supporting secondary schools is robust and unlikely to have occurred by chance.

4.6 Chapter Summary

The chapter presents the findings of the study. These included the response rate, demographic characteristics, descriptive analyses, diagnostic test results, and inferential analyses. The descriptive analyses featured the mean and standard deviations while the inferential analyses featured the correlation analysis and regression analysis.



CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, discussions, conclusion and recommendations. The chapter also presents suggestions for future studies

5.2 Summary of Main Results

The Pearson Correlation analysis indicated that all the predictor variables were positively and significantly correlated with the outcome variable. Secondly, the predictor with the strongest correlation with the outcome variable was Collaborative Co-Optation Strategy followed by Constituent-Centric Mobilisation Strategy, Diversified Self-Production Strategy and Strategic Patronage Strategy, respectively. The results of the Multiple Regression analysis for Resource Mobilisation Strategies led to a number of observations. Firstly, the regression model can be used to explain changes in the outcome variable 82.0% of the time. Secondly, the ANOVA statistics revealed that there are both significant and statistically significant relationships between the predictor variables and the outcome variable. Thirdly, the Beta Coefficient analysis showed that the Collaborative Co-Optation Strategy was the most critical determinant of Operational Efficiency, followed by Constituent-Centric Mobilization Strategy, Strategic Patronage Strategy and Diversified Self-Production Strategy, respectively.

5.3 Discussions

5.3.1 Influence of Diversified Self-Production Strategy on Operational Efficiency

The study found a positive correlation between diversified self-production strategy and operational efficiency indicating that diversified self-production strategy can improve operational efficiency in NGOs. The implication is that NGOs which invested in diversified self-production strategy were likely to experience improved operational efficiency. By leveraging on diversified self-production strategy, NGOs can ensure the improvement of operational efficiency. The study established strong linkages with the Resource Mobilisation Theory since NGOs which have adopted diversified self-production strategy as a resource mobilisation strategy are able to gain insights

into the manner in which they can generate their own resources and capacity to earn income in order to advance their own agendas.

The study found that NGOs have adopted Diversified Self-Production initiatives which affirmed the findings of Ondiege et al. (2021) but contradicted Ebenezer et al. (2020). There are household empowerment programmes done by the NGOs to maximize production which echoed the findings of Achamkulangare (2014) but contradicted those of Mikolajczak (2019). The NGOs promote innovation and at the household level. NGOs have platforms for developing skill among the community members as established by Chumba (2023) but not by Abiddin et al. (2022). NGOs seek the international and local market for products developed which was consistent with the findings of Krishnan (2023) however, this was not consistent with Ozor and Mbohwa (2019). NGOs usually provide value addition to the product produced by community, which was aligned with Ahmad (2021) but not with Kapidani (2018). NGOs have platforms economic empower the community by teaching them on how to invest money from sales, which corroborated the findings of Chumba (2023) but not those of Chrtsama (2016).

5.3.2 Influence of Constituent-Centric Mobilization Strategy on Operational Efficiency

The study found a positive correlation between constituent-centric mobilisation strategy and operational efficiency indicating that constituent-centric mobilisation strategy can improve operational efficiency in NGOs. The implication is that NGOs which invested in constituent-centric mobilisation strategy were likely to experience improved operational efficiency. By leveraging on constituent-centric mobilisation strategy, NGOs can ensure the improvement of operational efficiency. The study established strong linkages with the Social Network Theory since NGOs which have adopted constituent-centric mobilisation strategy as a resource mobilisation strategy are able to leverage on the relationships that they have developed within their network of partnerships to access the resources needed to achieve operational efficiency.

NGOs strategize on future plans of the project in distribution of the resources. NGOs promote equity when distributing resources, which affirmed the findings of Bolleyer and Correa (2022) but not those of Hustinx et al. (2014). The study also found that there is inclusiveness in the distribution of resources, which was aligned with the findings of Kumi (2019) but contradicted Crişan and Dan (2018). When distributing resources there is public participation to identify the needs of the

community as determined by Collins and James (2018), which contradicted Hailey and Salway (2016). There is monitoring and evaluation in mobilization of resources as determined by Zhu et al. (2018), which contrasted with Crişan and Dan (2018). There are feedback and communication mechanism and NGOs were found to promote relationship building when mobilizing relationships as established by Collins and James (2018), which contradicted Batti (2014).

5.3.3 Influence of Collaborative Co-Optation Strategy on Operational Efficiency

The study found a positive correlation between collaborative co-optation strategy and operational efficiency indicating that collaborative co-optation strategy can improve operational efficiency in NGOs. The implication is that NGOs which invested in collaborative co-optation strategy were likely to experience improved operational efficiency. By leveraging on collaborative co-optation strategy, NGOs can ensure the improvement of operational efficiency. The study established strong linkages with the Social Network Theory since NGOs which have adopted collaborative co-optation strategy as a resource mobilisation strategy are able to exploit the relationships that they have developed within their network of partnerships through collaborations to access the resources needed to achieve the shared objective of operational efficiency.

O'Brien et al. (2019) established that NGOs linkup with other organizations that have similar objectives, however this contradicted Moshtari and Vanpoucke (2021). According to Agarwal et al. (2020), NGOs have developed partnerships with other NGOs and Government agencies, which contrasted with the findings of Hota et al. (2019). Sapat et al. (2019) found that NGOs have adopted technology for improved productivity, which contradicted Curnin and O'Hara (2019). Pazirandeh and Maghsoudi (2018) ascertained that the organizations have practiced to ensure optimal resource utilization, which contrasted with Quarshie and Leuschner (2020).

5.3.4 Influence of Strategic Patronage Strategy on Operational Efficiency

The study found a positive correlation between strategic patronage strategy and operational efficiency indicating that strategic patronage strategy can improve operational efficiency in NGOs. The implication is that NGOs which invested in strategic patronage strategy were likely to experience improved operational efficiency. By leveraging on strategic patronage strategy, NGOs can ensure the improvement of operational efficiency. The study established strong linkages with

the Social Network Theory since NGOs which have adopted collaborative co-optation strategy as a resource mobilisation strategy are able to exploit the political relationships that they have developed within their network of partnerships to access the resources needed to achieve the shared objective of operational efficiency.

According to Khieng and Dahles (2015), when mobilizing resources, the NGOs focus on individual needs, which contradicted Mendoza-Abarca and Gras (2019). Brunt and Akingbola (2019) found that NGOs work on building a long-term relationship with its subject, which contrasted with Sarker and Rahman (2018). Ebenezer et al.'s (2020) determined that when distributing resources, the NGOs focus on maintaining loyalty from the community members and partners, which was inconsistent with Nalivata et al. (2022). Arhin et al. (2018) established that the NGOs influence their partners to mobilize resources, which contradicted Harvey et al. (2019)..

5.4 Conclusion

The findings in this study underscore the critical role of these strategies in ensuring effective resource allocation and program implementation within the educational sector.

5.4.1 Diversified Self-Production Strategy

The research revealed that diversified self-production strategy significantly contributes to operational efficiency by optimizing resource use and ensuring cost-effective educational support to secondary schools in Nairobi County. This strategy empowers NGOs to harness internal resources efficiently, thereby reducing dependency on external sources and enhancing sustainability. By leveraging local assets and expertise, NGOs can achieve greater flexibility and responsiveness in meeting the educational needs of communities.

5.4.2 Constituent-Centric Mobilisation Strategy

Constituent-centric mobilization strategy emerged as a key driver of operational efficiency, facilitating collaborative engagement with stakeholders and fostering community ownership of educational initiatives. By prioritizing the involvement of constituents in resource mobilization efforts, NGOs can build trust, enhance accountability, and tailor interventions to local needs. This

participatory approach not only strengthens the social fabric but also empowers communities to take ownership of their educational development.

5.4.3 Collaborative Co-Optation Strategy

Collaborative co-optation strategy emerged as a vital enabler of operational efficiency, promoting synergistic partnerships and facilitating resource sharing among diverse stakeholders. By forging alliances with government agencies, private sector actors, and civil society organizations, NGOs can leverage complementary strengths and resources to maximize impact. This collaborative ethos fosters innovation, scalability, and sustainability in educational interventions, ultimately enhancing the efficiency and effectiveness of NGO operations.

5.4.4 Strategic Patronage Strategy

Strategic patronage strategy emerged as a pivotal factor in driving operational efficiency by cultivating loyalty, trust, and support from community members and partners. By prioritizing relationships and fostering a culture of reciprocity, NGOs can mobilize resources more effectively and navigate complex socio-political landscapes with greater agility. This strategic approach enables NGOs to leverage social capital and influence networks to achieve their educational objectives efficiently.

In conclusion, this study highlights the interconnectedness between resource mobilization strategies and operational efficiency in the context of NGOs supporting secondary schools in Nairobi County, Kenya. By adopting a multi-dimensional approach that integrates diversified self-production strategy, constituent-centric mobilization strategy, collaborative co-optation strategy, and strategic patronage strategy, NGOs can enhance their capacity to deliver quality education and drive positive change in the communities they serve. These findings underscore the importance of adaptive, context-specific approaches to resource mobilization and program implementation, paving the way for more sustainable and impactful educational interventions in Nairobi County and beyond.

5.5 Recommendations

Based on the objectives and findings of this study, the following recommendations are proposed to enhance the operational efficiency of NGOs supporting secondary schools in Nairobi County, Kenya:

5.5.1 Policy Recommendations

NGOs should actively seek out collaborative partnerships with government agencies so as to use them as platforms for lobbying for legal support where necessary. Policymakers should prioritize the development and implementation of supportive policies that facilitate innovative resource mobilization models for NGOs supporting secondary schools. This involves creating an enabling regulatory environment that encourages collaboration between NGOs, government agencies, private sector entities, and civil society organizations. Policymakers can introduce incentives such as tax breaks, grants, and subsidies for organizations that demonstrate effective resource mobilization practices aligned with national educational priorities. Additionally, policymakers should invest in research and development initiatives to identify emerging trends, best practices, and technological innovations in resource mobilization. By fostering a conducive policy environment, policymakers can empower NGOs to adopt more sustainable and efficient approaches to resource mobilization, ultimately enhancing educational outcomes for secondary school students in Nairobi County and beyond.

5.5.2 Managerial Recommendations

NGOs should prioritize the integration of diversified self-production strategies into their resource mobilization efforts. This entails investing in capacity-building initiatives that empower local communities to harness their internal resources effectively. NGOs can collaborate with local artisans, farmers, and entrepreneurs to create sustainable revenue streams, such as community-based enterprises or agricultural cooperatives. By diversifying their sources of income and reducing dependency on external funding, NGOs can enhance their operational efficiency and resilience to economic fluctuations.

NGOs should strengthen their engagement with constituents through participatory decision-making processes and community-led initiatives. This involves fostering transparent

communication channels, soliciting feedback from stakeholders, and integrating local knowledge into program design and implementation. NGOs can leverage digital platforms and social media channels to facilitate dialogue and mobilize support for educational initiatives. By empowering constituents to take ownership of their educational development, NGOs can foster a sense of ownership and accountability, leading to more sustainable outcomes.

NGOs should actively seek out collaborative partnerships with government agencies, private sector actors, and civil society organizations to optimize resource sharing and maximize impact. This entails forging strategic alliances based on shared objectives, mutual respect, and trust. NGOs can establish multi-stakeholder platforms or consortiums to facilitate knowledge exchange, joint advocacy, and resource pooling. By leveraging the comparative advantages of diverse stakeholders, NGOs can achieve economies of scale, enhance program effectiveness, and mitigate duplication of efforts.

NGOs should adopt a strategic patronage approach to cultivate loyalty, trust, and support from community members and partners. This involves investing in relationship-building initiatives, such as stakeholder consultations, networking events, and capacity-building workshops. NGOs can leverage their social capital and influence networks to mobilize resources, advocate for policy change, and amplify the voices of marginalized communities. By prioritizing long-term partnerships over short-term gains, NGOs can foster a culture of reciprocity and solidarity, leading to more sustainable and impactful outcomes.

NGOs should prioritize capacity-building initiatives that enhance the skills, knowledge, and competencies of their staff and volunteers. This includes training programs on fundraising, project management, monitoring and evaluation, and digital literacy. NGOs can also establish knowledge sharing platforms, such as communities of practice or online forums, to facilitate peer learning and best practice exchange. By investing in the professional development of their workforce, NGOs can strengthen their organizational capacity and adaptability to changing contexts, ultimately enhancing their operational efficiency and effectiveness.

5.5.3 Implications for Academia and Research

Most of the research of resource mobilisation has failed to focus on operational efficiency leading to a critical gap in the body of knowledge. Thus, the findings from this study will go some way towards filling this gap. Additionally, a lot of the existing research has dwelt on specific strategies of resource mobilisation rather the more holistic treatment that has been accorded by this study. In this regard, the findings from this study will inform broader research into the correlation between resource mobilisation strategies and operational efficiency. Finally, the contextual gaps that have been revealed by this study indicate that there is a scarcity of research on resource mobilisation strategies by NGOs involved in secondary school education support in Kenya.

5.6 Suggestions for Future Studies

Future studies could explore on the following areas:

1. Investigate the longitudinal impact of resource mobilization strategies on educational outcomes by conducting a comprehensive study tracking the performance of secondary schools in Nairobi County over several years.
2. Explore the intersectionality between socio-economic factors, community engagement, and operational efficiency of NGOs supporting secondary schools to gain a deeper understanding of the dynamics influencing resource mobilization outcomes.
3. Examine the role of emerging technologies, such as blockchain and artificial intelligence, in optimizing resource allocation and improving operational efficiency within the context of educational NGOs, focusing on the future of digital transformation in education-focused organizations.

5.7 Limitations of the Study

In seeking to achieve its research objectives, the study encountered the following limitations. Firstly, some of the respondents were unwilling to provide personal information. To mitigate against this, the researcher provided the assurance that this study was only for academic purposes. Secondly, the study was restricted to 212 registered NGOs supporting secondary school education in Nairobi County. To mitigate against this, the researcher recommends that further research be

conducted on other institutional contexts in order to determine whether the findings will be different using the same constructs. Thirdly, the study also limited itself to the four independent variables. To mitigate against this, further research should be conducted on factors. Finally, the study was unable to receive the results of the qualitative questions which reduced the quality of the findings. To mitigate against this, other studies should be carried out on both quantitative and qualitative aspects.



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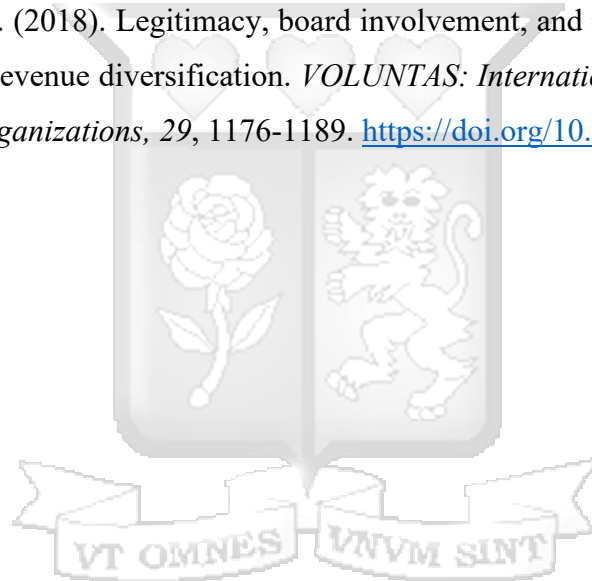
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APPENDICES

Appendix I: Consent Letter

_____ [Date]

Respondent's Name _____

Respondent's Address _____

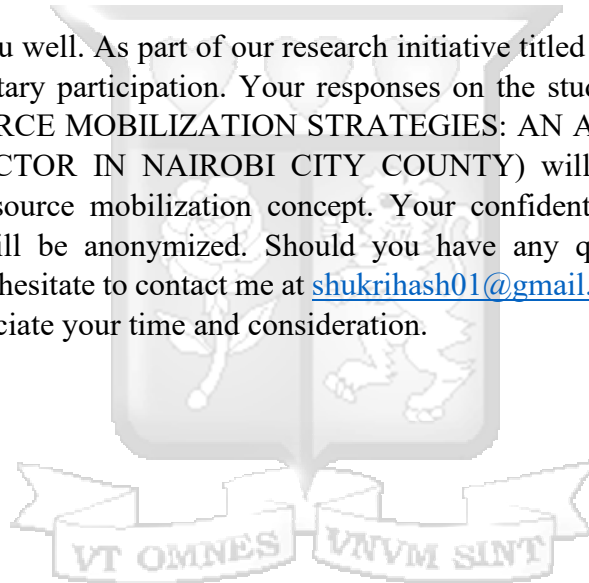
SUBJECT: CONSENT TO PARTICIPATE IN RESEARCH STUDY

Dear Respondent,

I hope this letter finds you well. As part of our research initiative titled "[Title of the Study]," we kindly invite your voluntary participation. Your responses on the study (EVALUATING THE EFFICACY OF RESOURCE MOBILIZATION STRATEGIES: AN ANALYSIS OF NGOS IN THE EDUCATION SECTOR IN NAIROBI CITY COUNTY) will significantly enrich our understanding of the resource mobilization concept. Your confidentiality is assured, and all information provided will be anonymized. Should you have any queries or require further information, please don't hesitate to contact me at shukrihash01@gmail.com. Your contribution is invaluable, and we appreciate your time and consideration.

Sincerely,

Shukri Hashim
Student
Strathmore University



Appendix II: Research Authorization Letter

13th May 2024

Ms Shukri Ali,
shukri.ali@strathmore.edu

Dear Ms Shukri,

RE: Influence of Resource Mobilization Strategies on Operational Efficiency of NGOs Supporting Secondary Schools in Nairobi County, Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** research proposal. Your application reference number is **SU-ISERC2227/24**. The approval period is from **13th May 2024 to 12th May 2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.


Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.


Yours sincerely,



**Mr Ambrose Rachier,
Chairperson; SU-ISERC**


Appendix III: Research License


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **264760** Date of Issue: **28/May/2024**


RESEARCH LICENSE




This is to Certify that Ms. Shukri Hashim Hashim of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Influence Of Resource Mobilization Strategies on Operational Efficiency of NGOs Supporting Secondary Schools in Nairobi County for the period ending : 28/May/2025.

License No: **NACOSTI/P/24/36041**

264760
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

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See overleaf for conditions

Appendix IV: Questionnaire for NGOs Representatives

This questionnaire aims at collecting information evaluate the efficacy of resource mobilization strategies by NGOs in Nairobi City County within Kenya's education landscape. Your NGO has been selected to form part of this study. Please answer the following questions. Information collected will be treated with due confidentiality and will be used for academic purposes only.

PART A: GENERAL INFORMATION

1) Name of the NGO:

2) Gender

a) Male []

b) Female []

3) Marital status

a) Married []

b) Single []

c) Separated []

d) Widowed []

f) Divorced []

4) What is your highest education level?

a) Certificate []

b) Diploma []

c) Degree []

d) Master []

e) PhD []

f) Others []

5) How long have you been working for the NGO?

a) Less than 5 years []

b) 6 – 10 years []

c) Over 10 years []

6) How long has the NGO been in operational

a) Less than 5 years []

b) 6 – 10 years []

c) Over 10 years []

SECTION B: Diversified Self-Production Strategy

- 7) Indicate in your own opinion, how you can rate the extent to which the following influence of diversified self-production strategy on efficacy of resource mobilization by NGOs in Nairobi City County within Kenya's education landscape Use the scale of 1 – Strongly Disagree (SD), 2 –Disagree (D), 3 – Neutral (N), 4 –Agree (A), and 5 – Strongly Agree (SA).

No	Statement	SD	D	N	A	SA
1	NGO have adopted Diversified Self-Production initiatives					
2	There are House hold empowerment programmes done by the NGOs to maximize production					
3	The NGO promotes Innovation and at the house hold level					
4	NGOs have platforms for developing skill among the community members					
5	NGO seek the international and local market for products developed					
6	NGOs usually provide value addition to the product produced by community					
7	NGO have platforms economic empower the community by teaching them on how to invest money from sales					

- 8) In what other ways does the NGO work to Empower the community through diversified Self-Production

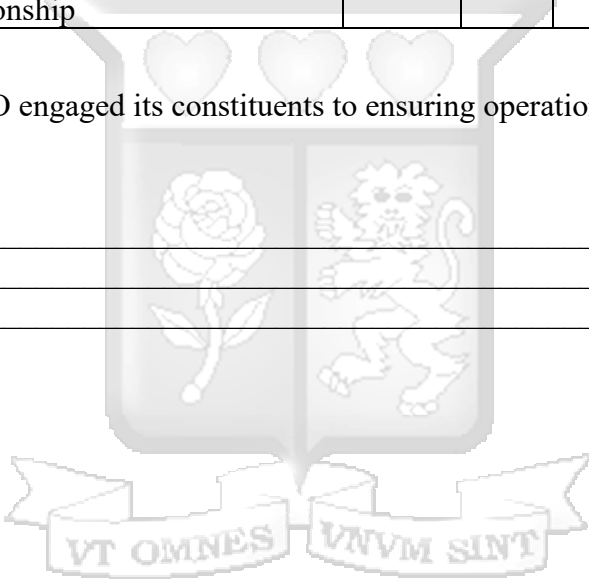
SECTION C: Constituent-Centric Mobilization Strategy

- 9) Indicate in your own opinion, how you can rate the extent to which the following influence of Constituent-Centric Mobilization Strategy on efficacy of resource mobilization by NGOs in Nairobi City County within Kenya's education landscape Use the scale of 1 – Strongly Disagree (SD), 2 –Disagree (D), 3 – Neutral (N), 4 –Agree (A), and 5 – Strongly Agree (SA).

No	Statement	SD	D	N	A	SA
1	NGOs strategize on future plans of the project in distribution of the resources					

2	NGOs promote equity when distributing resources					
3	There is inclusion in in distribution of resource					
4	When distributing resources there is public participate to identify needs of the community					
5	There is monitoring and evaluation in mobilization of resources					
6	There are feedback and communication mechanism					
7	NGO promote relationship building when mobilizing relationship					

10) How else has the NGO engaged its constituents to ensuring operational efficiency of the NGO?



SECTION D: Collaborative cooptation Strategy

11) Indicate in your own opinion, how you can rate the extent to which the following influence of Collaborative Cooptation strategy on efficacy of resource mobilization by NGOs in Nairobi City County within Kenya's education landscape Use the scale of 1 – Strongly Disagree (SD), 2 –Disagree (D), 3 – Neutral (N), 4 –Agree (A), and 5 – Strongly Agree (SA).

No	Statement	SD	D	N	A	SA
1	NGO linkup with other organization to with similar objectives					
2	NGO have developed partnership with other NGOs and Government agencies					
3	NGO have adopted technology for improved productivity					
4	The organization have practice to ensure optimal resource utilization					
5	There are joint projects where NGOs shares with other organization					
6	NGO Review resource utilization regularly					

1. How else have the NGO ensure that strategic corroborations are established for the operational efficiency of the NGO?

SECTION E: Strategic Patronage Strategy

Indicate in your own opinion, how you can rate the extent to which the following influence of Strategic Patronage Strategy on efficacy of resource mobilization by NGOs in Nairobi City County within Kenya's education landscape Use the scale of 1 – Strongly Disagree (SD), 2 –Disagree (D), 3 – Neutral (N), 4 –Agree (A), and 5 – Strongly Agree (SA).

No	Statement	SD	D	N	A	SA
1	When mobilizing resources, the NGO focuses on individual needs					
2	NGOs work on building a long-term relationship with its subject					
3	When distributing resources, the NGO focuses on maintaining loyalty from the community members and partners					
4	The NGO influences its partners to mobilize resources					
5	The NGO has developed trust with its partners					

12) Which other strategies the NGO have adopted to ensure good partnership and relationship?

SECTION G: Operational Efficiency of NGOs

13) Indicate in your own opinion, how you can rate the extent to which the following influence of Strategic Patronage Strategy on efficacy of resource mobilization by NGOs in Nairobi City County within Kenya's education landscape Use the scale of 1 – Strongly Disagree (SD), 2 –Disagree (D), 3 – Neutral (N), 4 –Agree (A), and 5 – Strongly Agree (SA).

No	Statement	SD	D	N	A	SA
1	There is efficient resource use ensuring cost-effective educational support to Nairobi County's secondary schools					
2	There is clear processes ensuring prompt distribution of educational resources to schools					

3	There is competent staff enhancing coordination for effective program implementation					
4	There is monitoring identifying bottlenecks for timely remedies in program delivery					
5	There is collaborative partnerships optimizing resource sharing and best practices					



Appendix V: List of NGOs Supporting Secondary Education

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
NJOO DADA		njoodadatrust@gmail.com	National
ODHIAMBO OWAGA FOUNDATION	FARMERS HOUSE-SIAYA	o.owaga@gmail.com	National
HELP THE LEAST OF THESE	RATTANSI EDUCATIONAL TRUST BUILDING, 1ST FLOOR, KOINANGE STREET, NAIROBI	eddynjuki@yahoo.com	International
CHILDREN HEALTH IMPLEMENTATION FOR LIFE DEVELOPMENT	Murenga road, Kangemi	mihangoholidah@gmail.com	International
IMPACT CONCERN PROGRAMME	MAMANGINA STREET NORWICH BUILDING	impactconcern@yahoo.com	International
AFRICA PARKINSON DISEASE FOUNDATION	santa plaza off ngong road, nairobi kenya	africaparkinson@gmail.com	International
IMA WORLD HEALTH	1st floor junction Gardens, Riara Road, Nairobi	scottshannon@imaworldhealth.org	International
TWINS INTERNATIONAL (KENYA)	WESTLANDS, GENERAL MATHENGE RD-NAIROBI	administation@twinsinternational.org	International
INTERNATIONAL EDUCATION AND SPORTS CONSULTANTS	Shree Links House #3Links Nyali Mombasa	mwalimu@mail.com	International
COMPASSION INTERNATIONAL INC.	208 KERARAPON ROAD OFF NGONG ROAD-KAREN	cikenya@ke.ci.org	International
LADY HOPE WELLNESS INSTITUTE	Lantana apartments	ladyhopewellness@gmail.com	National
GLOBAL e-SCHOOLS AND COMMUNITIES INITIATIVES (GeSCI) KENYA	9th Floor, Unga House, Muthithi, Westlands, Nairobi	khalid.bomba2gesci.org	International
FRUITY SCHOOLS AFRICA	RAMCO COURT, MOMBASA ROAD	info@fruityschools.org	International
PARTNERS IN LITERACY MINISTRIES	No. 28 Metropolitan Court, Hurlingham Nairobi	info@literacyafrica.org	National
CENTRE FOR RIGHTS EDUCATION AND AWARENESS	chalbi drive, lavington off isaac gathanju road	info@creaw.org/www.creaw.org	National
OVERSEAS SOCIAL SERVICES INTERNATIONAL	RONGAI -MASAI LODGE ROAD	info@ovss.org	International
AFRICA HEALTH AND COMMUNITY PROGRAMME	Olympic, Kibera	afriheaco@gmail.com	National
QATAR CHARITY	lavington, nairobi	qcharitykenya@gmail.com	International
RAFIKI FOUNDATION OF KENYA	Lavington	yeenlan@gmail.com	International
WORLD SERVE INTERNATIONAL, KENYA	AAC CHURCHES BUILDING	kangethe@worldserveintl.org.	International
PRECIOUS BLOOD CHILDREN'S FAMILY	Naivasha Road	damiancps@gmx.net	National
BRIDGE FOR RURAL-URBAN DEVELOPMENT	Falcon road off enterprise road		National

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
CRADLE AFRICA INTERNATIONAL	CAXTON HOUSE, NAIROBI	cradleafricaint@yahoo.com	International
PASSION TO SHARE FOUNDATION		passiontossharefoundation@gmail.com	International
AFRICA COMMUNITY LEADERSHIP AND DEVELOPMENT		naluku@gmail.com	International
WOMEN INITIATIVES ON KNOWLEDGE AND SURVIVAL	muthaiga North, Plot 9 LR No. 12422/16		National
ANOTHER CHANGE INITIATIVE-KENYA	NAIROBI	info@acikenya.org	National
SMART DRIVERS ORGANIZATION	OFF KABARNET LANE,MILES APARTMENTS	info@smartdrivers.or.ke	National
ST MARIAN CHILDREN CENTRE	HOUSE NO. 96 GOLDEN GATE ESTATE	stmarianschildrencentre@gmail.com	National
SAVE A SOUL ORGANIZATION	GICHUNGO VILLAGE LIMURU SUBCOUNTY KIAMBU	sakenya@gmail.com	National
YATIMA OUTREACH ORGANISATION	LENANA ROAD NAIROBI	yatimaoutreach@gmail.com	National
EDUCATION AND HEALTH FOR CHILDREN IN KENYA	Riara RD,Shanzu Court	eduhealthkenya@gmail.com	National
CHURCH WORLD SERVICE AND WITNESS	CAPITAL WEST BUSINESS CENTER, LANTANA ROAD	info@cwsea.org	International
JUNIOR ACHIEVEMENT KENYA	MASABA ROAD COURT 30	inspire@jakenya.org	National
KENYA ORPHANS SUPPORT ORGANIZATION	California Estate Block A	kenyaorphanorganization@yahoo.com	National
KENYA EDUCATION FUND	NAIROBI	info@kenyaeducationfund.org	International
SAFISHA AFRICA WELFARE FOUNDATION	MOWLEM Kangundo Road	wsafishaafrica@yahoo.com	International
PARTNERS FOR CARE	Kahawa sukari Geoffrey Luruti Road	partnersforcare@gmail.com	International
KENYA GOOD NEIGHBORS	3rd Sunrise Ave . Off Eastern Bypass, Between Greensport Gardens and Deliverance Church	kenya@goodneighbors.org	National
MOVING MOUNTAINS KENYA	karen	mmkenya@movingmountains.org	International
THE HUT OF ORPHANS OF KENYA	Development House, 14th Floor, Room 14 - 4, Moi Avenue	hookenya@yahoo.com	National
AL-MAKTOUM FOUNDATION	ATHI RIVER SENIOR STAFF ESTATE,ACACIA CRESCENT LANE A,NO.2	info@amfkenya.org	International
SAVE A GIRL SAVE A GENERATION KENYA	MITONI WEST ROAD,MITONI VILLAS HOUSE 10 KAREN 643300	info@savegirlssaveageneration.org	International
BETTY ADERA FOUNDATION	ZALEGO PLAZA,NAIROBI	globalpartnershipinhealth@gmail.com	National

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
COMMUNITY EDUCATION CONCERN	Wilson airport, building No 40	cec@wananchi.com	National
CHOSEN CHILDREN OF PROMISE	11 Valley Arcade Nairobi	info@chosenchildrenofpromise.org	National
HOPE AGENCY FOR RELIEF AND DEVELOPMENT	AACC Bldg Waiyaki Way, Westlands, Nairobi	hardnairobi@yahoo.com	International
MAMA IBADO CHARITY	LR NO 209/9887 NAIROBI	info@mamaibado.org	National
HELPING HAND FOR RELIEF AND DEVELOPMENT	HELPING HAND FOR RELIEF AND DEVELOPMENT	info@hhrd.or.ke	International
IMANI REHABILITATION AGENCY	Imani Building Along Masimba Soweto Road	info@imanikids.org	National
MUSTARD TREE AFRICA	Nyayo Stadium	mukindhie74@gmail.com	International
AFRICA EDUCATIONAL TRUST	Longonot Place Apartments, Harry Thuku Rd SUSWA 2	admin@africaeducationltrust.org	International
MASTERS MEN AFRICA	ongata rongai, masai lodge rd	info@mastersmenafrica.org	International
VOLUNTEER INTERNATIONAL COMMUNITY DEVELOPMENT AFRICA (VICDA)	Sirona House Koinange St. Nairobi also at Beverly Court, Marcus Garvey Road	info.vicda@gmail.com	International
ASSOCIATION FOR AID AND RELIEF (AAR) JAPAN	L/R No. 2/259 Unit No. 8 Muringa Place Muringa Road Off Elegeyo Marakwet Road, Kilimani, Nairobi	aarnairobi@africaonline.co.ke	International
USHIRIKA INTERNATIONAL	GREEN LANE AVENUE OFF NGONG ROAD NAIROBI	rimbayano@gmail.com	International
HAKI NA UKWELI ORGANIZATION	Galana Plaza	info@hakinaukwelli.org	International
ACTION IN FOCUS	AZURE TOWERS, 3RD FLR, LANTANA RD, WESTLANDS- NAIROBI	info@action-in-focus.org	National
HOME AT SCHOOL FOUNDATION	BURUBURU, NAIROBI	info@homeatschool.org	National
CENTRE FOR CHARACTER AND LEADERSHIP	RUAKA GONG LIMURU ROAD	cepcharacter@gmail.com	National
MAAHAD DAAWAH ORGANISATION	Park Rd Mosque Compound Park Road Nairobi	info@maahad.org	National
MOVEMENT OF MEN AGAINST AIDS IN KENYA	BuruBuru Phase III	mmaak@metro-hospital.com/soul2soul102@yahoo.com	National
EDUCATION BRIDGE - AFRICA	THOME	educationbridgeafrica@gmail.com	International
JUSTICE DEFENDERS KENYA	22 SCHOOL LANE, BLOCK 2, WESTLANDS	info@africanprisons.org	International
A GLOBAL HEALTHCARE PUBLIC FOUNDATION	FLAT A6 CHEMUSIAN APARTMENTS ARWINGS KODHEK ROAD	info@aglobalhf.org	International
PINGSTMISSIONENS UTRECKLINSSAMARBETE	KINDARUMA RD, OFF NGONG RD (KAMBURU DRIVE)	erik.sedig@pmu.se	International

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
(PMU EASTERN AND SOUTHERN AFRICA)			
AL-MUNTADA AL-ISLAMI TRUST	South C, Oleshapara Avenue	al_muntada-al_islami@hotmail.com	International
TRANSFORMING LIVES INTERNATIONAL, KENYA		princesstella8@yahoo.com	International
CHILDRENS ENVIRONMENTAL RESCUE ORGANIZATION	K.K Mona, Ruiru	miemboe@yahoo.com	National
FINN CHURCH AID KENYA	LWF COMPOUND Gitanga Road Opposite Braeburn	info@kua.fi	International
RELIEF INTERNATIONAL - KENYA	Massionette A, cathy flats lenana road	www.ri.org	International
AHADI - KENYA	KABARNET ROAD JAMUHURI CRESCENT	admin@jigger_ahdi.org	National
HOPE FOR KIBERA CHARITY ORGANIZATION	Kibera, Nairobi	ica_kibera@yahoo.com	National
MUSLIM WORLD LEAGUE	DAVID OSIELI ROAD- WESTLANDS	kenya@themwl.org	International
ZEITZ FOUNDATION	SEGERA RANCH, NANYUKI- RUMURUTI RD- NANYUKI	adminzf@zeitzfoundation.org	International
SAVE THE CHILDREN INTERNATIONAL (KENYA)	NAIROBI-MATUNDU CLOSE OFF SCHOOL LANE, WESTLANDS	kenyapop@savethechildren.org	International
NGONG ROAD CHILDRENS FOUNDATION	Santack Estate, Hse No.2984, off Ngong road	info@ngongroad.org	National
MENNONITE CENTRAL COMMITTEE KENYA	No 67, Mangu Gardens, off church road, Westlands, Nairobi, Kenya	kenyarep@mcc.org	International
PIT TO PALACE INITIATIVE	NATIONAL HSE, 2ND FLOOR, HEKIMA CENTRE	wangarekiarie@yahoo.com	National
ACRES OF MERCY, KENYA	NGULUNI TOWN, NEXT TO NGULUNI TOWNSHIP PRIMARY SCHOOL, KA	acresofmercy@gmail.com	National
THE PEOPLES ACTION FOR LEARNING NETWORK (PAL)	Rhapta Road Westlands, Royal Residency	info@palnetwork.org	National
RURAL HOPE FOUNDATION	UFUNDI CO-OPERATIVE PLAZA, MOI AVENUE/MOKHTAR DADDAH STREET, opppsite Jeevenjee Gardens, Nairobi	chairman@rahof.org	National
WOMENS FEDERATION FOR WORLD PEACE - KENYA CHAPTER	PEACE HOUSE NO.6 Haile Sellassie Avenue	wfwpkkenya@yahoo.com	National
ENGINEERS WITHOUT BORDERS KENYA	HERI PARADISE, DENNIS PRINTT RD KILIMANI	ewbs.ke@gmail.com	National
HOLY FAMILY COLLEGINE SISTERS	Njiru Catholic Church	collegine@yahoo.com	International
BRITISH INSTITUTE IN EASTERN AFRICA	Laikipia Rd, Kileleshwa	office@biea.ac.uk	International
HUMANITY GROWTH AND DEVELOPMENT AGENCY		info@hgda.org	National
SIGHT AFRICA INITIATIVE		kstanslous@hotmail.com	National

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
MARANATHA INTERNATIONAL FOUNDATION	Coffee Plaza 3rd Floor, next to kahawa house, coffee ex	maranathapct@yahoo.com	International
THE GLOBAL DEVELOPMENT INCUBATOR INC	4TH FLR, SANLAM TOWER, WESTLANDS,- NAIROBI	ann.murage@globaldevincubator.org	International
PEOPLE FOR PROGRESS FOUNDATION OF KENYA	DANDORA, JOHN OSOGO ROAD NAIROBI	admin@peopleforprogress.net	International
PRINCESS FARIDA FOUNDATION	LIBERTY PLAZA, MOMBASA ROAD	princessfaryda@gmail.com	National
GUSII COMMUNITY NETWORK (GUCONET)	RELI CO-OP HOUSE, 4th flr rm 414	guconet10@gmail.com	National
TRANSFORMATIONAL LEADERSHIP IN AFRICA	NGONG RD PROFESSIONAL CENTER 2ND FLOOR -NGONG ROAD	interact@tiafrica.org	International
COMMUNITY BREAKTHROUGH SUPPORT MISSION	INDUSTRIAL AREA, COMMERCIAL STREET	cbsmkenya@yahoo.com	International
CENTRE FOR RESEARCH AND INTEGRATED DEVELOPMENT		halimodaud@yahoo.com	International
ASSOCIATION ON THE WAY TO PEACE KENYA (ASSOCIAZIONE VIA PACIS ONLUS)	NYAYO ESTATE - EMBAKASI	peter.onyangp@viapacis.info	International
ORGANIZATION FOR YOUTH IN ENVIRONMENTAL AND EDUCATIONAL AFFAIRS	Jeevan Bharati Building Nairobi		National
WATOTO WATCH NETWORK	Nairobi	watotowatchnetwork@gmail.com	National
AL-MOMIN FOUNDATION	LANDHIES MOSQUE NAIROBI	khalid@swiftkenya.com	National
ADVENTIST DEVELOPMENT AND RELIEF AGENCY - KENYA	Vanga rd. Off Gitanga Rd	adra.kenya@adrakenya.org	International
BAITULMAAL INC. KENYA	Gilfillan House 3rd Floor room 308	baitulmall77@yahoo.com	National
PRAGYA KENYA	view park towers 15th floor genius executive	pragyakenya@pragya.org	International
THE HIGHER EDUCATION YOUTH INITIATIVE AND EMPOWERMENT		highereducation.worldwide@gmail.com	National
AKAMBA AID FUND	NAIROBI	dramadevelopment@gmail.com	International
JUBILANT STEWARDS OF AFRICA (JSA)	Vision Plaza, Mombasa Rd Nrb	admin@jubilantstewards.org	National
PATINAAI OSIM COMMUNITY CARE ORGANIZATION	A9 Riara Woods - Kilimani	semesankori@gmail.com	National
KENYA CHRISTIAN INDUSTRIAL TRAINING INSTITUTE (KCITI)	Eastleigh Fifth Avenue, section II	admission@kciti.edu	National
HUDUMA AFRIKA RURAL EMPOWERMENT PROGRAMME	KISAJU VIEW ESTATE SUITE 5/127	harepgroup@gmail.com	International
ANANDA MARGA UNIVERSAL RELIEF TEAM	AMURT health care centre, 209 Mountain View	info@amurtafrica.org	International

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
	Estate off Waiyaki way behind Total Petrol Station		
LIFT UP THE VULNERABLE	Embakasi Village LR. 12715161	www.makewaypartners. org	International
FUTURE HOPE COMMUNITY DEVELOPMENT	ST.GEORGE'S HOUSE	futurehopedev2012@gm ail.com	National
INVESTING IN CHILDREN AND THEIR SOCIETIES - SKILLFUL PARENTING (ICS -SP)	WESTVIEW PROPERTIES, WAIYAKI WAY	icscro@icsafrica.org	International
VISIONS COMMUNITY DEVELOPMENT SERVICES	Magadi Road Ongata Rongai	vicodsglory@yahoo.com	National
MINDFUL AFRICAN INITIATIVE		info@mindfulafrican.org	International
USALAMA CHILDREN'S CENTRE	LR NO. Ngong/ Ngong 4041	usalamachildrencentres @gmail.com	National
VISIONARY COMMUNITY CARE PROGRAM	MAKINA MARKET STALL 167 KIBERA	vicocapfour@yahoo.co m	National
REACH INTERNATIONAL CHILDREN'S CENTER	E. Bukusu,N Sangalo/6486- 3809,Bungoma	keverlynmilanoi@gmail. com	National
WINDLE INTERNATIONAL - KENYA	NO.10 Amboseli Rd,Off Gitanga Road Lavington - Nairobi	windle@windle.org	International
THE TRUE HOPE KENYA	NEST TO HEKIMA SCHOOL -KOROGOCHO	thetruehope19@gmail.c om	National
EXPANSION INTERNATIONAL AFRICA	OFF KBU-RD RIDGEWAYS DRIVE	expansioninternational.a @gmail.com	International
DORCAS AID INTERNATIONAL - KENYA	KAREN HOMES OFFICES- LANGATA SOUTH RD	office@eastern- africa.dorcas.org	International
NETWORK FOR EDUCATION AND DEVELOPMENT FOUNDATION	G.S.U Headquarters Ruaraka		National
SPORTS OUTREACH PROGRAMME	VILLA FRANCA SHOPPING CENTER ROOM 308	sportsoutreachprog@gm ail.com	National
INTERNATIONAL MISSIONARIES FOR CHRIST- KENYA	Ngong Road -Dagoretti Corner	imfckkenya@gmail.com	International
SOS CHILDREN'S VILLAGE KENYA	GATE NO.7, MARCUS GARVEY ROAD, OFF ARGWINGS KODHEK ROAD	info@soskenya.org	National
KIEMA KILONZO FOUNDATION		mikemakau@hotmail.co m	International
CHILD SURVIVAL CENTRE	Pumwani Majengo	gndhawa@yahoo.com	National
DIRECT AID	MIRAGE PLAZA,MSA ROAD-NAIROBI	kenya@direct-aid.org	International
TABITHA KAMENE MUTUA FOUNDATION	KAMBU, KIBWEZI	tkmfoundation@gmail.c om	International
AFRICA INLAND CHILD AND COMMUNITY AGENCY FOR DEVELOPMENT (AICCAAD)	AIC NAIROBI BOYS HOSTEL, NGONG ROAD OPP NAKUMATT PRESTIGE	admin@aiccad.org	International

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
INTERNATIONAL CHILD RESOURCE INSTITUTE- AFRICA	Nanak House 2nd Floor Room 206		International
SHARE UPENDO ORGANIZATION	KILIMANI	shareupendo.org@gmail.com	International
ZINDUKA AFRIKA	Mombasa Rd Opp. Marshals Showroom	zinduka@icc-kenya.org	International
AL-IETISAM DEVELOPMENT ORGANIZATION	NAIROBI SOUTH C	alietisamfoundation@yahoo.com	National
CENTRE FOR ENTERPRISE DEVELOPMENT & INNOVATION	GALANAA PLAZA, KILIMANI- NAIROBI		National
PAMOJA PROJECTS INTERNATIONAL KENYA	SHOWBE PLAZA OSLABS BLOCK D 3RD FLR	goyenga@gmail.com	International
BORABU INITIATIVE	KISII	borabuinitiative@gmail.com	National
KISIMA KIVULINI FOUNDATION	MEMBLEY ESTATE, RUIRU	jgmuchugia@gmail.com	National
PENDEKEZO LETU	4th Floor Cargen hse, Harambee Av. Nairobi	pendekezoletu@yahoo.com	National
THE TURNING POINT TRUST- KENYA	Apt B2GW Consumate CT Ole Dume road	judy.akoth@tptrust.org	International
BICYCLE MISSION WORLD INC	E.C.D Ongata Rongai	yongoyoo@yahoo.com	International
YADAH SUS FOUNDATION	EMBAKASI	yadahfoundation4@gmail.com	National
GRACE EMPOWERMENT ORGANIZATION	458 WANYEE ROAD RIRUTA	jbokarani@gmail.com	National
AWAII COMMUNITY FOUNDATION	Consolidated Bank Hse 3rd Flr Suite 312, Koinange Street	olooyondi@gmail.com	National
TEULE KENYA	Santack Estate Ngong Road	info@teulekenya.org	International
LITTLE BEES INTERNATIONAL	KOCH FM KOROGOCHO NAIROBI	littlebees@littlebeesinternational.org	International
SIGHT SAVERS INTERNATIONAL (ROYAL COMMONWEALTH SOCIETY FOR THE BLIND)	studio house opp chaka place	info@sightsavers.or.ke, mchege@sightsavers.org	National
TROCAIRE	Donyo Sabuk Avenue, off Peponi Rd, Westlands, Nairobi	info@trocaire.or.ke	International
AFRICAN DEVELOPMENT SOLUTIONS	Mijikenda Road-lavington Nairobi	info@adesoafrika.org	International
GERMAN AGRO ACTION	RIVERSIDE MEWS OFF RIVERSIDE DRIVE	ro.kenya@welthungerhilfe.de	International
SAVE THE CHILDREN CENTRE	Gataka Road-ongata rongai	sacc@africaonline.co.ke	International
INTERNATIONAL AID SERVICES - SWEDEN	rura court, off 52 tree lane-karen suit no.8	ias-nairobi@ias-intl.org	International
AWAD LEMI FOUNDATION		lemijr@gmail.com	National
CENTRE FOR HUMAN RIGHTS AND POLICY STUDIES	DAPHTON COURT A2 RIVERSIDE DRIVE, NAIROBI	info@chrips.or.ke	International

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
ANSAR ISLAMIC ORGANIZATION	VIWANDANI	garai114@yahoo.com	National
WORLD VISION KENYA	KAREN ROAD OFF NGONG ROAD	wv_kenya@wvi.org	International
HIFADHI AFRICA ORGANIZATION	5TH FLOOR ROYAL PLAZA, OFF KAMITI ROAD, ROYSYAMBU - Nairobi	info@hifadhiafrica.org	National
MORMICH FOUNDATION	ONGATA RONGAI	marymillera@yahoo.com	National
CARA PROJECTS	KIBIKO NGONG	info@caraprojects.com	International
TRANSFORMATION COMMUNITY INITIATIVES	ONGATA RONGAI - MERISHO	tcikenya@gmail.com	National
SALUS OCULI KENYA (EYE HEALTH)	Viraj Apartments, Flat A 13, off Argwings Kodhek Rd, n	salusoculi@yahoo.co.uk	International
START SOMEWHERE KENYA	1st flr, IKM Place 5th Ngong Ave	startsomewherekenya@gmail.com	National
MARIA REHEMA FOUNDATION	SABAKI	reHEMA2000@yahoo.com	National
RESOURCE HUB FOR DEVELOPMENT	Makogolo Road off Kisumu Northern bypass, Kisumu	info@kenyadev.org	National
ANGELS OF HOPE ORGANIZATION	RUAI NAIROBI	info2angelsofhopekenya.org	National
THE KENYA NATIONAL COMMITTEE FOR THE PREVENTION OF ALCOHOLISM AND DRUG DEPENDENCY	jakaya kikwete rd, opp provincial police HQ	icpakenya@yahoo.com	National
MAJI MAZURI CENTRE INTERNATIONAL	MWIKI KASARANI	mmc@sedsmmc.org	International
KOSMOS SOLUTIONS INTERNATIONAL		rmdawida@kosmosolutions.org	International
DREAM OF A CHILD INTERNATIONAL ORGANIZATION	Revlon plaza 3rd Floor	nelly.kaguru@gmail.com	International
UWEZA FOUNDATION	KARANJA ROAD, KIBERA	info@uwezakenya.org	International
ALLAN CHESANG FOUNDATION	GATE NO. 220 LORESHO, KYUNA DRIVE	allanskip@gmail.com	National
SPECIAL MINISTRIES	OFF NYAKINYUA ROAD	admin@sm.or.ke	National
AFFECTO FOUNDATION	sultan building, opp keB leadership centre, karen	info@affecto.org	National
ELIMU FANAKA INITIATIVE (EFI)	KILELESHWA NAIROBI	kmghendi@elimufanaka.org	National
A BETTER WORLD (KENYA)	Ndovu Road Plot 2250/103 Nairobi	mochachedick@yahoo.com	International
KENYA ADULT LEARNERS ASSOCIATION	Adalyn Flats Off Ngong Rd	info@kakakenya.org	National
BILDAD M. KAGGIA FOUNDATION	Saika Estate House No. 429 Nairobi	bildadkaggiamwaganu@yahoo.com	National
SAVE SOMALI WOMEN AND CHILDREN		shirdon@iconnect.co.ke	International
HOPE WORLDWIDE KENYA	Kileleshwa Nairobi	hope@hopewwkenya.org	National

NAME OF ORGANIZATION	PHYSICAL ADDRESS	EMAIL	SCOPE
HANDICAP INITIATIVE SUPPORT AND NETWORK (HISAN)	sugar board road,new loresho estate, off waiyaki way	hisansom@gmail.com	International
GIRL CHILD NETWORK	VALLEY VIEW OFFICE PARK BUILDING,CITY PARK DRIVE OFF LIMURU ROAD-PARKLANDS-NAIROBI	gen@girlchildnetwork.org	National
SAVE A CHILD MISSION FOR AFRICA	45505 NAIROBI 00100(KAHAWA WEST KIWANJA)	saveachildmissionafrica@yahoo.com	International
THE GENDER PLATFORM	Nairobi	info@genderplatform.org	National
MISS KOCH KENYA	SANODA HSE,1ST FLR,KAMUNDE RD,NAIROBI	info@misskoch.org	National
BUCKNER KENYA	Thika Road off Ngumba lane	dickson@bucknerkenya.org	International
AKILI DADA	saachi plaza off argwins kodhek rd, block b 3rd floor	info@akili dada.org	International
PLATTER OF COMPASSION FOOD BANKING KENYA	CITY HALL ANNEX	platterofcompassion@gmail.com	National
PAMOJA ACTION INITIATIVE	Chuka Housing Co-op Society Offices -Chuka,Meru South	pamojainitiatives@yahoo.com	National
MAMMA AFRICA ITALIA ONLUS INTERNATIONAL - KENYA	Capuchin Franciscan Friary Langata	kamdave@yahoo.com	International
YOUTH SAFETY AWARENESS INITIATIVE	Duldul Godowns Off Msa. Road	ysawareness@gmail.com	National
AMAZING GRACE INTERNATIONAL INC-KENYA CHAPTER	Ken-hut Estate Kasarani	agracem.org@gmail.com	International
AFRICAN YOUTH REJUVENATION NETWORK	ROOM 110 ,UNIAFRIC HOUSE KOINANGE STREET	afirejuvenation@yahoo.com	National
WORLD FUND FOR DEVELOPMENT AND PLANNING(KENYA)		niki@wfdp-igo.org	International
AVSI FOUNDATION	Off Thika Road Kasarani roundabout St.Kizito Building	avsi@kenyaweb.com	International
SHINING HOPE FOR COMMUNITIES	Kibera Drive-sarang'ombe ward Gatwekera	info@shininghopeforcommunities.org	International
WORLD HOPE INTERNATIONAL KENYA	amboseli rd- off gitanga rd	worldhope@hopechurchlavington.or.ke	International
KARURA COMMUNITY CENTRE	Off Limuru rd, Close burnest	info@karuracc.or.ke	National