

**MARKETING STRATEGIES AND FINANCIAL SUSTAINABILITY OF LOCAL
NON-GOVERNMENTAL ORGANIZATIONS IN RWANDA**

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By
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DECLARATION A

I declare that this thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of higher learning.



MUGENZI AUGUSTIN

Name and Signature of Candidate

13/12/2013

Date

DECLARATION B

I confirm that the work reported in this thesis was carried out by the candidate under my supervision.

Dr. Marcelina Augustina

~~at work~~
Name and Signature of Supervisor

14-12-2013.

Date

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ABSTRACT

Financial sustainability is problematic in local non-governmental organizations in Rwanda. While their number continues to increase, many others frequently close down their development work due to lack of funding as a result of decreasing donor presence. It is within this framework that this study was carried out to establish the extent to which marketing strategies affects financial sustainability in selected local non-governmental organizations in Rwanda. Specifically, the study wanted to determine the level of marketing strategies applicability, the level of financial sustainability, the correlation between marketing strategies and financial sustainability, the difference in the level of marketing strategies by Gender and level of financial sustainability by education level of responsible in selected LNGOs in Rwanda.

The study employed a descriptive correlation design and data was collected from 166 respondents using a self administered questionnaire as the key data collection instrument. Data was analyzed using descriptive statistics and Pearson Linear Correlation Coefficient at bi-variate level.

The study revealed that there was a low level of marketing strategies and there was also a low level of financial sustainability in selected LNGOs in Rwanda. There was a significant and positive relationship between the level of marketing strategies and the level of financial sustainability indicating that the low level of marketing strategies is significantly responsible of the existence of low level of financial sustainability in selected LNGOs in Rwanda.

From the above findings, this study concludes that an improvement in marketing strategies in LNGOs will significantly boost their level of financial sustainability.

The study therefore recommends that different marketing strategies should be enhanced by managers of the respective LNGOs such that they can help to sustain themselves financially.

LIST OF ACRONYMS AND ABBREVIATIONS

| | |
|-----------|---|
| ANOVA | : Analysis Of Variance |
| APA | : American Psychological Association |
| EDPRS | : Economic Development and Poverty Reduction Strategies |
| JOC | : Jeunesse Ouvriere Catholique |
| LNGOs | : Local Non Governmental Organizations |
| MINALOC | : Ministry of Local Affairs |
| MINICOFIN | : Ministry of Finance and Economic Planning |
| MIFOTRA | : Ministry of Labor |
| NGOs | : Non Governmental Organizations |
| PLCC | : Pearson Linear Correlation Coefficient |
| SAQ | : Self Administered Questionnaire |
| SPSS | : Statistical Package for Social Science |

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CHAPTER ONE

1.0 Introduction

This chapter presents the background of the study; statement of the problem; purpose of the study, specific objectives, research questions, research hypotheses, scope of the study, significance of the study, and the operational definitions of the study.

1.1 Background of the Study

The background of this study is presented on the following perspectives: historical, theoretical, conceptual and contextual.

1.1.1 Historical Perspective

Nongovernmental organizations have a long history of active involvement in the promotion of human well-being. Since ancient times, people had natural phenomena to organize themselves into families, clans, tribes, and communities to share what they had in common as well as solving their problems. Moreover, charitable and community organizations have existed in many historical settings, providing assistance to those afflicted by natural disasters and wars. The same spirit of welfare of human being caused the establishment of the earliest forms of formal NGOs in Europe and the Americas in the eighteenth centuries as instruments to meet community needs and defend community interests (Thomas, 2008; Freedberg, 2005).

On the international scene, the first such NGOs were the Anti-Slavery Society established in 1839 and the International Red Cross and Red Crescent Movement founded in 1861. Throughout Africa, missionary organizations emerged as the most important non-governmental actors providing basic needy services during the colonial period, whilst other prominent NGOs were notably

formed around the time of independence and continued to grow in the post-independence period (Freedberg, 2005).

Besides their emergence, given that NGOs are dependent on foreign donor funding to operate, as is the case in most developing countries, the increase in their number has as well created more competition for the limited amount of funds available to them from donors. In order to reduce dependency on outside funding or on any single sources of revenue, most LNGOs, at international, regional and local level, develop a diversified portfolio across government funding, foundations, corporate and individual donors. More and more LNGOs are designing intervention strategies that incorporate cost recovery components through fees-for-services provided or various loan and credit arrangements, while others make money through self-financing (membership dues) and commercial ventures such as income from investments and utilization of assets and facilities (Vjossa, 2006).

Government support comes in the form of indirect government subsidies through tax exemptions and in the form of direct financing, via creation of public funds, budget subsidies, grants for specific purposes, and contracts to perform certain work. In some countries, governments have tax incentives to encourage individuals and corporations to donate to NGOs and have developed as well innovative approaches such as taxpayer allocation mechanisms and directing a designated percentage of lottery proceeds to the NGO sector (Vjossa, 2006). For example, in Croatia, the Government directs fifty per cent of proceeds from the national lottery to support certain public benefit purposes, including civil society (Lester, 2003)

With regard to private giving, it usually comes in the form of cash and in-kind donations from grants/project funds provided by international funding agencies and international NGOs, corporate giving/grants, corporate partnership programmes, trust and foundations giving, individuals, cost sharing, and volunteerism (Vjossa, 2006; John, 2008).

Also, many LNGOs recover part or all of their costs by charging a small fee for services provided and running micro-credit programmes. For example, in Haiti, "Les Centres pour le Developpement et la Sante (CDS)" installed a drinking water system in a slum area of the capital Port-au-Prince and residents pay a per bucket fee for the water, which covers all operating and maintenance costs of the system and also generates a surplus that is used to improve solid waste collection in the neighbourhood (Mechai, 2001). Caritas Italiana charges a small fee for patients using their dispensary in Wajir- Kenya (John, 2008).

Many other NGOs are involved in commercial ventures and self-financing. Some of their income comes from membership dues, selling products made by beneficiaries; selling donated items such as second-hand clothes; crafts items; organizing training courses and workshops; offering consultancy services and selling publications (Vjossa, 2006; John, 2008).

Green Line, a small environmental NGO in Slovakia, covers approximately three-fourths of its operating budget through membership fees, training charges, and the sale of books, games and promotional items (Mechai, 2001). A number of organizations in Africa generate income by hiring out conferences and seminar rooms to other charities and other commercial users, running a commercial service on the premises such as a print shop, a restaurant, a photocopier as a mechanism for generating income for their work (John, 2008).

In Kenya, Undugu society generates thirty per cent of its funds locally through a number of commercial activities including a handicraft shop, carpentry and metal work production units and a mechanic repair garage (John, 2008). The competition for the limited amount of funds available has in turn resulted in greater interest from the nonprofit sector in marketing. Adopting a consistent marketing communications approach help to make potential beneficiaries aware of the services and benefits LNGOs offer, enhance their reputation through name recognition, build membership, increase local support, strengthen existing donor relations and increase donations, as well as connect with new donors.

Accordingly, many LNGOs at international, regional and local level are coming up with various marketing strategies and tactics to attract social attention and funds. Options available to most LNGOs include branding; telephone calls; e-mails; direct mails; written documents (brochures, leaflets); developing and maintaining internet marketing presence; developing a social media marketing strategy; organizing public events and annual functions; joining synergistic networks; search for alliances among equals; building genuine partnerships; participating in seminars, conferences and workshops; and advertising in print media, radio and television. LNGOs also use their volunteers, members, political leaders and celebrities, and other supporters to spread awareness and generate funds via word of mouth (Gronbjerg, 1993; John, 2008)

1.1.2 Theoretical Perspective

The Public Relations and Propaganda theory developed by Edward Bernays (1955) was employed to guide this study. The theory asserts that a Public Relation is the attempt, by information, persuasion, and adjustment, to engineer public support for an activity, cause, movement, or institution. In this theory, the authors noted that the key to a successful public relations campaign is adjustment of the campaign to the attitudes of various groups in society, gathering information to effectively express an idea, and finally, utilizing persuasion to influence the public opinion in the intended direction. It can help individuals decide what to think about or alter the opinions of individuals, but this may actually be beneficial to society's functioning as a whole.

On the aspect of propaganda, Bernays perceives it as a consistent, enduring effort to create or shape events to influence the relations of a public to an enterprise, idea, or group.

As non-profit organizations including LNGOs today are using public relations as a key strategy to reach their audience and to establish a sustainable

relationship with them, the theory of Public Relations and Propaganda become relevant to this study as its emphasis are build on the variables of this study.

This theory relates to this study in that, either marketing strategies or public relations as mean of persuasion; help stakeholders decide on the short and long terms survival of the organization or yet to compete for financial sustainability of the organization. Altogether marketing strategies and public relations can be the key to an organization's success.

1.1.3 Conceptual Perspective

As per Chartered Institute of Marketing (cited in Sargeant, 1999; Clarke and Mount, 2002), marketing is "a management process responsible for identifying, anticipating and satisfying customer requirements profitably". However, marketing strategy that is used as an independent variable in this study is defined by David Aaker (2001) as a process that can allow an organization to concentrate its resources on the optimal opportunities with the goals of increasing sales and achieving a sustainable competitive advantage. Marketing strategy includes all basic and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives.

As Baker (2008) puts it, marketing strategies serve as the fundamental underpinning of marketing plans designed to fill market needs and reach marketing objectives. Plans and objectives are generally tested for measurable results. Commonly, marketing strategies are developed as multi-year plans, with a tactical plan detailing specific actions to be accomplished in the current year. Marketing strategies can be enhanced through press promotion, political leaders and celebrities, print and electronic adverts and acknowledgement.

On the other hand, sustainability has been viewed by different scholars differently. On one account, sustainability "concerns the specification of a set of actions to be taken by present persons that will not diminish the prospects of future persons to enjoy levels of consumption, wealth, utility, or welfare comparable to those enjoyed by present persons" (Beckmann et al., 2011). According to the authors, sustainability interfaces with economics through the social and ecological consequences of economic activity. Thus, financial sustainability is about being able to be there for your beneficiaries in the long term (Madhavan et al, 2012). The scholars also showed that financial sustainability is the opposite of having to cease your activities simply because you have run out of money. It can be measured in form of revenue or income, physical, human and organizational assets. As effectiveness of marketing strategies act as stepping stones for financial viability, this study attempted to establish the relationship between the two variables while considering Local Non-Governmental Organizations in Rwanda.

1.1.4 Contextual Perspective

The emergence of NGOs in Rwanda dates back to the period of colonial rule. They have been active in Rwanda since the 1960s and were mostly limited to organizations established by the various missionary institutions operating in the country. The earliest NGOs included Catholic Relief Services that began operations in 1960, followed by Caritas Rwanda in 1962 and JOC, a catholic youth workers secular-based association created in 1963 (Kituo Cha Katiba ,2006). However, despite their early appearance prior to the independence in 1962, it was the post-independence and particularly the aftermath of the 1994 war and genocide period that saw a dramatic growth in the number of NGOs involved in development process till today (CCOAIB, 2011).

The situation of marketing strategies in Rwanda has not yet been developed. But, while no previous study has been conducted to examine the use of marketing strategies by LNGOs, several studies have however shown that

public relations together with marketing can be the key to ensuring that NGO succeeds in promoting itself, raising funds, achieving its missions and goals, and hence sustaining its long term viability (Elizabeth, 2010). Thus, marketing is an important tool in the process of raising funds from different donors and if used appropriately ensures financial sustainability as well as increasing organization's reputation (Elizabeth, 2010). It was because of this background that this study determined the marketing strategies employed by LNGOs in Rwanda as established how those strategies have ensured the financial sustainability of the organizations.

1.2 Statement of the problem

Financial sustainability is problematic in civil society organizations in Rwanda. Even if LNGOs play an important role in the development process of the country, they also strive for survival and resources necessary to accomplish their purpose. To succeed, they have to attract sufficient resources, convert them into services, and distribute the outputs to various consuming public (Kotler and Murray, 1975).

According to the Ministry of Local Affairs (MINALOC) census, the number of LNGOs which are opened each year is likely to be proportionate to those which are closed the same year. Moreover, the Ministry of Local Affairs report also indicates that out of all registered LNGOs, only approximately 142 or 87.7% are active; whilst this percentage is falling every year, due to lack of funding as a result of decreasing donor presence (MINALOC, 2010).

In the light of the above environment, the prevailing problem which this study intended to investigate is that the number of local NGOs continues to increase while many others are closed. In 2010, for instance; twenty nine (29) new NGOs opened their doors, but at the same time seventeen (17) LNGOs closed (MINALOC, 2010) due to lack of funds. Given that the above mentioned

census has not highlighted the level of marketing strategies applicability and the extent to which it affects the financial sustainability of local NGOs, this research intends to examine the extent to which the financial sustainability of LNGOs is associated with marketing strategies applicability by local NGOs in Rwanda.

Thus, the researcher believes that the failure of financial sustainability of LNGOs in Rwanda may be the cause of poor application of marketing strategies. Therefore, the research attempted to investigate what were the problems of why there is poor financial sustainability in LNGOs and vis-à-vis the marketing strategies despite the advantages of LNGOs in socio-economic development of Rwanda.

1.3 Purpose of the Study

To establish the correlation between marketing strategies and financial sustainability among LNGOs in Rwanda.

1.4 Specific Objectives

1. To determine the level of marketing strategies applicability in LNGOs in Rwanda.
2. To establish the level of financial sustainability of LNGOs in Rwanda.
3. To determine whether there is a significant difference in the level of marketing strategies by gender and financial sustainability by education level.
4. To determine whether there is a significant relationship between the extent of marketing strategies applicability and the level of financial sustainability in selected LNGOs in Rwanda.

1.5 Research Questions

This study sought to answer the following research questions:

1. What is the extent of marketing strategies applicability in LNGOs in Rwanda?
2. What is the extent of financial sustainability of LNGOs in Rwanda?
3. Is there a significant difference in the levels of marketing strategies by gender and financial sustainability by education level?
4. Is there a significant relationship between marketing strategies and financial sustainability in selected LNGOs in Rwanda?

1.6 Research Hypotheses

H₀-There is no significant difference in the levels of marketing strategies by gender and financial sustainability by education level.

H₁-There is no significant relationship between the marketing strategies applicability and financial sustainability of LNGOs in Rwanda.

1.7 Scope of the Study

Geographically; the study was conducted in LNGOs offices in Kigali City. A total of 142 LNGOs which are registered in Rwanda as per Law N° 20/2000, excluding Universities, churches, Mosques, Hospitals were contacted. This enabled the researcher to obtain diversified information that helped in data analysis. Much as this study was carried out in LNGO offices in Kigali, these LNGOs operate in the five provinces of Rwanda: Northern, Southern, Eastern, Western and Central. Thus, the information presented in this study represents the views of these LNGOs as regards to their marketing strategies and financial sustainability in those provinces.

Theoretically, the contentions to which this study was based are on the Public relations and propaganda theory developed by Edward (1995) that was approved in this study.

In content, the study examined the level of marketing strategies applicability and the level of financial sustainability in LNGOs and the causal links between the independent variable (marketing strategies) and dependent variable (financial sustainability). It also looked at the significant difference in the level of marketing strategies by gender and financial sustainability by education level. The study finally, established whether there was a significant relationship between marketing strategies and financial sustainability among LNGOs in Rwanda.

In time scope, the study focused on financial sustainability during the two last years from 2010 to 2012. Since the researcher was interested in financial sustainability, only LNGOs who had been in operations for at least two years were included.

1.8 Significance of the Study

This study revealed several marketing and managerial issues for LNGOs that provide a starting point for the development of new model nonprofit marketing strategy.

The **Leaders in selected LNGOs** will recognize the importance and extent of marketing strategies applicability, the extent to which this affects their financial sustainability and how these can be used by capitalizing the recommendations drawn from this study.

The **Ministry of Local Affairs** will use the findings as empirical information to monitor the long term viability of LNGOs and will shed light to the policy makers in developing policies and rules.

The *future researchers* will utilize the findings of this study to embark on a related study.

1.9 Operational Definition of Key Terms

Financial Sustainability refers to the short-, middle-, and long-term ability of an organization to pay its bills, secure reliable and diverse sources of income as well as keeping income and expenses in balance. An organization is financially sustainable if its core work will not collapse, even if external donor funding is withdrawn.

LNGOs are organizations that operate for the welfare and development of the targeted segment of society through grass roots organizations or directly in the community.

Marketing strategies are activities and strategies employed by a nonprofit organization that are designed to spread the message of the organization, as well as to solicit donations and call for volunteers. Nonprofit marketing involves the creation of logos, slogans and copy, as well as the development of a media campaign to expose the organization to an outside audience (Baker 2008).

NGOs are organizations that are non-political, non-profit, non-governmental, and accountable to their stakeholders and involved in welfare and socio-economic development of the people.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

The following chapter elaborates important theoretical and conceptual aspects of marketing strategies and financial sustainability of LNGOs. The literature review is divided in two parts. The first part presents concepts, opinions and ideas on marketing strategies and financial sustainability and the second part reviews related studies.

2.1 Theoretical Review

This study is based on the theory of Public Relations and Propaganda developed by Edward (1955). The theory considers that a Public Relation is the attempt, by information, persuasion, and adjustment, to engineer public support for an activity, cause, movement, or institution. According to this theory, the key to a successful public relations campaign is adjustment of the campaign to the attitudes of various groups in society, gathering information to effectively express an idea, and finally, utilizing persuasion to influence the public opinion in the intended direction. It can help individuals decide what to think about or alter the opinions of individuals, but this may actually be beneficial to society's functioning as a whole.

Bernay's view about propaganda is different from other public relation theorists. He perceives it as a consistent, enduring effort to create or shape events to influence the relations of a public to an enterprise, idea, or group.

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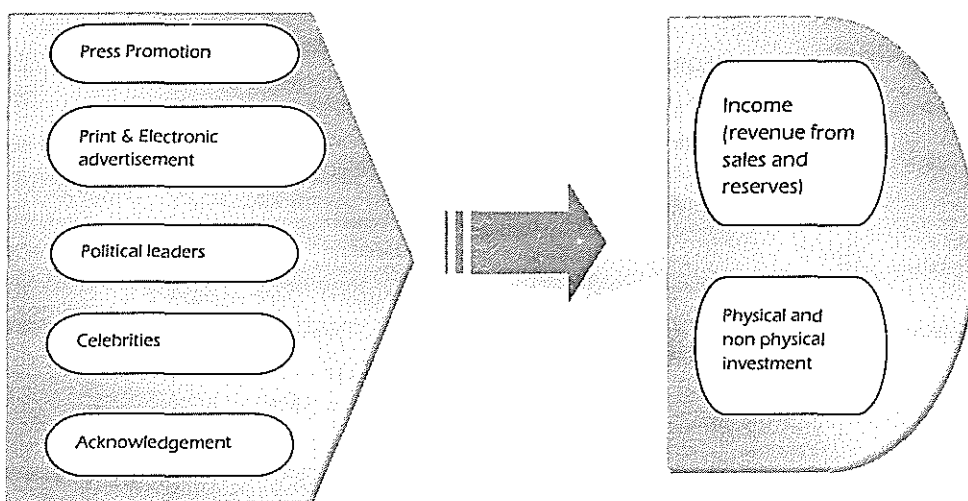
2.2 Conceptual Framework

A part from the theoretical review above-developed on which this study is built, the researcher's conceptual schema of the relationship between the marketing strategies as independent variable and financial sustainability as dependent variable distilled from the literature review by the researcher is shown on Figure 1 below. It assumes that the relationship between the independent variable and dependent variables is linear.

Fig.1: Conceptual Framework: Relationship between Marketing Strategies and Financial Sustainability

Independent Variable: Marketing Strategies

Dependent Variable: Financial Sustainability



Source: Developed by the Researcher: Adopted from Kotler and Keller, 2006.

Figure 1 indicates that effectiveness in marketing strategies as regards to press promotion, print and electronic advertisement, political leaders, celebrities and acknowledgement significantly influences financial sustainability in form of income and physical and non-physical investments.

This assumption was earlier supported by Elizabeth (2010), Smillie (1997) and Abdelkarim (2002) as their view of relationship between marketing strategies and financial sustainability emphasized that reaching a satisfactory level of financial sustainability necessarily requires more than just securing funds from diversified sources. The same view was also shared by Kotler and Keller (2006) as they showed that marketing facilitates the exchange process of services between organizations and the society for fulfilling the community needs.

2.3 Marketing Strategies

According to Denney (1998), nonprofit organizations exercise marketing activities even though marketing is considered inappropriate for their needs (Brennan and Brady, 1999).

From the societal perspective, marketing is a process through which individuals and groups satisfy their needs through "creating, offering and freely exchanging products and service of value with others" (Kotler and Keller, 2006). Thus marketing facilitates the exchange process between organizations and the society for fulfilling the community needs.

Nevertheless, all organizations, be it profitable or non-profitable perform financial function (raising and managing money); production function (using inputs to produce outputs); personnel function (hiring, training, assigning, promoting and firing people), purchasing function (selecting sources of suppliers), in one word perform business functions.

If NGOs perform these functions, then they also perform marketing function, although NGOs do not recognize it (Kotler and Levy, 1996). The only difference of the marketing function at the non-profit sector is that there is clear distinction between source attraction (donors) and resource allocation (beneficiaries) (Sargeant, 1999). Every NGO has its customers or market (Kotler, 1972) otherwise why attract resources if not able to allocate them.

For the sake of simplicity in this study, NGO markets are categorized in three broader groups as proposed by Brennan and Brady, (1999): volunteers, or internal market, who offer their time, knowledge and experience for the benefit of the society but at the same time indirectly benefit themselves; beneficiaries or customer market who benefit directly from the reception of goods and services provided by the organization; and donors or suppliers markets comprising of all donors including individual donors, corporate donors and government funders.

In this study, marketing strategies applicability in a LNGO is conceptualized as referred to the use of press promotion, electronic advertisement (website or email campaign), political leaders, networking, celebrities, logos and branding, and acknowledgment.

Press promotion: The best form of marketing a non-profit organization can do is to find ways to demonstrate the great works already being done by the organization. Every organization should have press kits ready at all times to hand out to donors and the public and press people who want more information before completing a story (John, 2008). Media kits, usually packaged in an attractive folder for easy distribution, can include current stories published, videotape clips, photographs, press releases, project brochures and information sheets on each of the services or products. For example, an organization donating toys to needy children should invite the press to see how much it

means to those receiving the goods. As they say, a picture is worth a thousand words (William, 1999). Local NGOs can produce and distribute to the public various posters and leaflets as a way of improving and enhancing their image. Advertising on radio / television and in newspapers can also be used to cover special events that the organisation holds and in so doing, can influence the public positively.

Electronic advertisement: These days, most NGOs need to maintain a strong web presence. They are increasingly turning to the electronic mails and particularly to the internet marketing presence to raise funds, improve relationships, increase their advocacy efforts, and keep their publics well informed (Waters, 2003). Having a website that is up to date with event information, blogs, and photography gives visitors an immediate positive first impression.

In addition, online social networking has nowadays become a popular work tool among NGOs. These organizations are increasingly embracing online social networks such as Twitter, YouTube and Facebook in order to, among other things, promote awareness, recruit followers, and raise money.

Facebook can particularly be a valuable tool for non-profits worldwide, as the recent Haiti earthquake fundraising has illustrated. Millions of dollars were raised in the immediate aftermath of the January earthquake after Facebook users populated the network with status updates imploring friends to donate money with text messaging.

Political leaders: Politicians are always seeking ways to demonstrate how they are involved and supporting important community work. Smart non-profit organizations align themselves with local and regional politicians who will further cross promote the charitable work with their own publicity campaigns (William, 1999). Furthermore, it is necessary to maintain healthy relationship with the government policies as it helps in raising funds in form of government grants and donations.

Networking: Belonging to an umbrella or network organisation allows the organisation more opportunities to publicise its work. Such bodies can also provide information about potential funding sources and they can advertise the work of other organisations. Networking broadens the membership base of your organization and informs a larger number of people about what you are trying to do (Sheth & Kellstadt, 2002; John, 2008).

Telephone calls, meetings and email are good ways to keep in touch with other LNGOs. Likewise, participation in conferences and workshops helps to meet and to inform other people, including funding agency representatives, about the organisation's areas of work, and facilitate information sharing.

Celebrities: One way of encouraging publicity is to involve celebrities who may be attending a publicity/fundraising event or performing in it. Local celebrities are willing to lend their names and faces to help gain more support and awareness for non-profit causes. Leveraging these relationships can greatly help any non-profit increase community awareness and, thus, dollar donations (William, 1999).

Also, as said by John (2008), having famous names adds credibility to an event and encourages people to come along and to be there during a whole day of activity.

Logos and branding: Developing and maintaining a visible and credible identity through marketing is the key to community awareness and will increase local support for the organization. The organization's logos and brand enable donors, volunteers, sponsors and the community to immediately recognize, value and trust the organization. Therefore, an organization has to frequently display the organization's name and logo on banners, newsletters, reports, stickers, hats, diaries, calendars, brochures, and T-shirts as a memorable, well-designed visual image strengthen awareness of the organization.

Acknowledgement: Saying thank you recognizes the value of the donors' generosity, shows respect for the donors and gratitude for their generosity. Expressions of appreciation help to cement relationships and may influence

future funding requests. One of the biggest mistakes a non-profit can do is to not give credit back to those who have made contributions to their cause. By taking out a newspaper and honoring business and private donations, a non-profit can retain an annual contribution and open new avenues for more donations (William, 1999).

2.4 Financial Sustainability

According to Abdelkarim (2002), financial sustainability refers to the ability of an NGO to develop a diverse resources base so that it could continue its institutional structure and production of benefits for intended client population after the cessation of donor financial support. This definition encompasses three areas namely developing financial management, resources mobilization and income generation /Self-financing.

Financial sustainability can be gauged by an organization's net income (the surplus of revenues over expenses); liquidity (the cash availability to pay bills); and solvency (the relationship of assets and debt or liabilities) (MacMillian, et al., 2005).

In this study, financial sustainability in a LNGO is conceptualized to be referring to increase revenue, income earned through sales of products and services, donor renewals, resource diversification, reserves and the NGO's investment value that are the major indicators of financial sustainability of an NGO (Klaus Boas,2001).

Revenue refers to earning incomes direct from NGO' program delivery, e.g., Membership dues and service fees such as training and consultancy (Lang, 1998).

The annual membership fee provides an income which can be applied to whatever purposes the organization wishes within it. Therefore, a membership

scheme is a convenient way to build committed long-term support for the organization (Lang, 1998; John, 2008).

Likewise, charging for indirect services might be an option for NGOs. For example, some organisations hire out rooms in their office for out-of-hours meetings. Others charge consultancy fees for advice given to, for example, other agencies.

Income earned through sales of products, refers to the exchange of goods or services for an amount of money or its equivalent; sale are the lifeblood of a business as it is what helps it to pay employees, cover operating expense, buy more inventory, market new products and attract more investors (Emerson, 2009; Lamb et al., 2004).

Income generation provides an additional independent source of income for the NGO's work. Consequently, NGO entrepreneurship will become one of the most important means which will contribute towards self-sustainability and self-sufficiency. One example is an Indian child welfare NGO that generates a significant portion of its operating funds from sales of greeting cards, children's toys, and office paper products in both India and the United States (www.cry.org).

Reserves, refers to accumulated surplus which build up from day one in the life of an organization. The amount of reserves can be calculated by adding all the surpluses and subtracting all the deficits incurred each year up to the present (Cannon, 1999; Jennifer et al., 2009).

Physical and non physical investments refer to income derived from use/ rental of NGO assets during downtime, e.g., rental of cars or office spaces (Lee, 1997).

Resource diversification to reduce dependency: A sustainable approach to NGO financing is one that avoids dependency on any single source of revenue, external or internal. For its survival, an NGO should seek a wide variety of funding sources, including foundations, businesses, governments and individuals.

Stakeholder relationships and lobbying campaigns: It is important to maintain good relations with all stakeholders. Through partnerships, networking and alliances with other NGOs, the corporate sector and the public sector, the organization gains access to new resources, including funding and in-kind support as well as information, expertise and skills. Partnering and networking allow the NGO to do more with its limited resources. Research shows that isolated organizations are the ones most likely to struggle and fail (Galaskiewicz and Bielefeld, 1998). So, without supportive networks and effective outreach efforts, organizations may limit their access to resources and fail to establish a positive image or reputation within the community. Besides, NGOs use lobbying campaigns to target funders, and/or politicians who have influence over funders, to demonstrate the reasons why they and the causes they represent and/or the services they provide are valuable and worthy of support.

2.5 Literature Reviewed

According to Elizabeth (2010), recognition and awareness are important for a non-profit organization. To achieve these goals, many non-profit organizations use business-like marketing techniques that are employed in for-profit businesses. Instead of focusing on sales, non-profit marketing usually deals with communication about issues, raising interest, and meeting consumer and donor needs. A non-profit might use a marketing campaign to publicize a new fundraising campaign, recruit volunteers or generate interest in a cause (Elizabeth, 2010).

Considering the types of marketing strategies, Elizabeth (2010) sustains that the most effective marketing strategies for a non-profit are those that engage the sympathies and interests of the community. This might include writing articles for a newsletter, website or email campaign; speaking at local events; or discussing your central issue in one-on-one conversations. Non-profits

also have the option for social media campaigns, email marketing and online fundraising, which make the most of existing networks without extending overworked staff members. Other types of non-profit marketing include print brochures, mail campaigns and signage (Elizabeth, 2010).

A study by Michael Hohner, fundraising consultant and President of Hohner & company (cited in Peri, 2007) suggests that fundraising is never easy, since thousands of NGOs pursue the same donors. Nevertheless, the right contacts in the community, effective networking and marketing (Peri, 2007) induced the fundraising cause and increased chance for a successful fundraising (Sargeant, 1999; Bussell & Forbes, 2006).

Abdelkarim (2002) talking about factors influencing financial sustainability, argued that, reaching a satisfactory level of financial sustainability necessarily requires more than just securing funds from diversified sources. It requires as much strengthening NGO organizational and operational capacities. There exists a causal relationship between financial sustainability and certain factors associated with NGO management, leadership, public image, service provision, and community participation. These factors could contribute to, or impede financial viability of given NGO.

Smillie (1997) further stressed that Local NGOs that tend to rely on volunteerism to both lead and manage the day to day operations, that have sufficient reserves to cover regular costs in unstable situation, that have management system stronger at NGO's level than project level are more financially sustained than those with less or not reserves, with management system stronger at project level than NGO's level.

Padron (2001) talking about the relationship between NGOs and development assistance found out that NGO that depends exclusively on external donors to manage the organization are likely to be less financially sustainable than those which depends partially on external donors and self-financing system. Padron's study was supported by Singh (1981) who revealed in his study that

any organization being it small or big, local or international cannot develop if not succeed with only external funding. NGOs which rely their development on external findings at hundred percent have no chance to long term viability and are more likely to be constrained by financial sustainability.

Szentendre (1997) reported conclusive evidence on the struggle of Central and East Europe NGOs for sustainable financing. The evidence provided indicates that nearly 75 percent of NGOs surveyed assessed their financial status as either poor, very poor or unstable. It indicates that financial support from international donors accounts for the largest source of NGO funding in that region when compared with support from national private donations, membership dues, governmental grants and service fees. Similar evidence was also documented for the NGOs in a number of African countries (Cannon, 1999).

NGOs should come up with various public relations strategies together with innovative fundraising approaches to attract funds from diverse sources, as most traditional funding sources are often insufficient to meet growing needs and rising costs. For instance, NGOs can use the internet as a method to develop client and donor relationships. Sargeant et al (2007) note that information technology has a great impact in fundraising methodology especially in e-philanthropy. They indicated that many charities in United Kingdom raise a significant income by using e-marketing, even though some NGOs experience problems with cost from web-maintenance.

Arnold & Tapp, 2003, as cited in Jennifer et al. (2009) examined the impact of direct marketing on fundraising and season ticket sales for an arts organization and found that such marketing methods had a greater impact on the consumers than on the donors. Also, examining the NGOs volunteer behaviour and considering volunteers as an additional target market for their marketing campaign, Bussell & Forbes, 2006, as cited in Jennifer et al. (2009) stated that NGOs should determine what motivates a particular individual to volunteer for a particular NGO doing a particular job, and what keeps them

coming back. These authors found that NGOs must provide volunteers with some benefit, for example, self-esteem and material goods, in return for their time and effort.

Further, looking at factors that contributed to repeated donations to a particular NGO, Bennett, 2006, as cited in Jennifer et al. (2009) found that the length of the relationship that the donor had with the NGO and the donor's overall involvement in charitable giving (for example, number of charities donated to) contributed to continued and repeated donations to an individual NGO. Sargeant, West & Ford, 2003, as cited in Jennifer et al. 2009, discovered, among others, that family ties to an organization or its cause impacted donor behaviour, but that those individuals needed a different message for encouragement to donate.

Existing Gaps in the Current Literature

In the literature reviewed, it can be noted that most of the studies employed qualitative approaches of data analysis. Thus, none of the authors whose work is analyzed in the literature clearly showed the extent to which marketing strategies affect or are related to financial sustainability. Thus, this study attempted to bridge this gap being left by these authors by quantifying the extent to which effectiveness in marketing strategies are linked to financial sustainability in case of LNGOs in Rwanda.

Additionally, it can also be noted the most of the literature reviewed was foreign based. Authors such as Elizabeth (2010); Sargeant (1999); Padron (2001); Jennifer et al. (2009) and others base their studies in other countries. This means that little has been done on marketing strategies and financial sustainability in case of LNGOs in Rwanda. The need to enrich and add knowledge about marketing strategies and financial sustainability in LNGOs in Rwanda also prompted this study.

Furthermore, authors such as Arnold and Tapp (2003); Abdelkarim (2002); Peri (2007) employed both the management and lower employees as

their respondents to establish issues regarding marketing strategies and financial sustainability and yet lower employees in most cases tend to be ignorant about issues regarding marketing strategies and financial sustainability. This might have rendered inconsistencies in their findings. As for this study, it employed managers of LNGOs as respondents since they are knowledgeable about marketing strategies their organizations employ and the financial position of their organization.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the methods adopted in order to answer the research questions detailed in chapter one. It looks at the research design, research population, sampling techniques, data collecting instruments and procedure of data collection, mode of data analysis and presentation as well as ethical consideration and limitations of the study.

3.1 Research Design

This study employed correlation design. The study employed this design because there was need to correlate the study variables, test hypotheses and develop generalization on whether the two are linked to each other or not could be established. The correlational research design allowed the researcher to determine whether and how strongly marketing strategies and financial sustainability are connected. As Korthari puts it, correlation enables analysis of events that have already taken place and may be related to present conditions (Korthari, 2004). In other terms, it can be said that correlation design is used to discover causal relationship (descriptive correlational) differences (descriptive comparative), to provide precise quantitative description and to observe behavior (Korthari, 2004).

3.2 Research Population

As at 30 October 2012, there were 142 registered LNGOs in Rwanda ([http://docs/statistics/List of local nongovernment organizations.pdf](http://docs/statistics/List%20of%20local%20nongovernment%20organizations.pdf)). Since this research intends to determine the relationship between marketing strategies and

financial sustainability, only the managers of these LNGOs were considered. Only two managers from each of these NGOs were targeted. In this regard, the target population was 284 LNGO managers in Kigali City.

3.3 Sample Size

Sample size was determined using Sloven's formula for sample size determination

$$n = \frac{N}{1 + Ne^2}$$

Where

n= Sample size

N=Total population size

e²= 0.05 level of significance

$$n = \frac{284}{1 + 284 (0.05^2)} = 166$$

Thus, the sample size for this study was 166 managers from the 142 LNGOs operating in Rwanda.

Table 1:

Population and Sample Size of the Study

| Category | Total Population | Sample Size |
|-------------------|------------------|-------------|
| Capacity Building | 86 | 52 |
| Environment | 46 | 28 |
| Socio-Economic | 98 | 55 |
| Others | 54 | 31 |
| Total | 284 | 166 |

Source: NGO Forum, 2012.

3.4 Sampling Procedures

The target population of 284 respondents being large, a sample of 166 respondents was used to reduce costs, time of doing research and to increase the degree of accuracy of the study (Saunders et al., 2007). The sample size of managers of LNGOs was determined by systematic random sample that was chosen from the respective stratum sampling frames or lists (Creswell, 2003). This procedure was chosen for this study because it is easily applied in the field or in any other population of interest and it is easily explained to the field crew or those who are supposed to take the samples (Creswell, 2003). In this, the researcher moved to different LNGOs in the city and obtained the names of all the managers and listed them according to their categories. The researcher then used random number two for the selection. In this regard, the researcher would count two names as respondents and leave out the following two. This procedure continued until the required sample size was reached.

3.5 Research Instruments

The research instrument for this study was questionnaire directed towards responsible in selected registered LNGOs in Rwanda. This instrument contained three sections with a total of 43 items.

The section one was based on the profile of respondents in terms of gender, age, educational level, marital status and experience with NGOs sector.

The section two was based on the level of marketing strategies and third one on level of financial sustainability. The questionnaire was accompanied by an introduction letter and the informed consent form.

The section on marketing strategies (Independent variable) consisted of 22 questions spread in to the main types of marketing strategies developed in the literature review. All questions in this section were closed-ended, based on four Likert scale, ranging from one to four; where 1 = Strongly Disagree (SD), 2=Disagree (D), 3= Agree (A), and 4= Strongly Agree (SA).

The section on financial sustainability (Dependent Variable) consisted of 21 questions corresponding to the two dimensions of financial sustainability developed in the literature review. All questions in this section also were closed-ended, based on four Likert scale, ranging from one to four; where 1 = Strongly Disagree (SD), 2=Disagree (D), 3= Agree (A), and 4= Strongly Agree (SA).

3.6 Validity and Reliability of the Instrument

The researcher tested the validity and reliability of the questionnaire which was not standardized using the procedure proposed by APA (2005) for instrumentality validity and reliability.

Validity Test

Content validity was done by ensuring whether items in the questionnaire were conforming to the study's conceptualization. The content validity refers to the degree to which the test actually measures or is specifically related to the traits for which it was designed (Amin, 2005). The questionnaire was given to supervisor and other senior staff who are experts in the field of study to evaluate the relevance, wording and clarity of questions and items. They have given feedback to improve the questionnaire. For the instrument to be accepted as valid, the average index was determined under estimation of alpha 0.7 or above. The details regarding this are shown below.

$$\text{CVI} = \frac{\text{Items rated relevant (or valid)}}{\text{Total number of items in the questionnaire}}$$

$$\frac{38}{43} \quad \mathbf{0.88}$$

As it can be seen, the Content Validity Index obtained was 0.88 and this is more than the estimated alpha coefficient of 0.7. In this regard, the instrument was considered as valid.

Reliability

Reliability of an instrument is defined as the extent to which an instrument consistently measures what it is supposed to (Amin, 2005). Before establishing the reliability of the questionnaires, a pilot study was carried out to pre-test the instrument. It was conducted with twenty (20) managers of some International NGOs as they did not take part in this study. The objective of this pilot study was to (1) assess the practicality and appropriateness of the questionnaire and provide an indication whether the items needed further refinement; (2) obtain managers' suggestions and views on the items, (3) determine the level of difficulty of the items; and assess the reliability of the questionnaire (Amin, 2005). The reliability of the instrument on multi item variables was tested using Cronbach Alpha Method and Cronbach alpha (α) of at least 0.7 that led to the questionnaire to be declared reasonably reliable or consistent (Amin, 2005). The current Cronbach's alpha obtained using SPSS was 0.840 leading to the conclusion that the questionnaire was reliable.

3.7 Data Gathering Procedures

The researcher used secondary and primary data collection approaches. The secondary data have been got from reviewing text books, journals articles, manuals, dissertations, internet source, etc. The primary data were got from research questionnaire as data collection instrument because of its cost effectiveness in a survey involving literate respondents. To gather data using the questionnaire, three steps were involved in questionnaire administration as follows:

Before the administration of the questionnaire

The researcher requested for an introduction letter from the Center of High Degree and Research formally known as School of Post Graduate Studies to

be addressed to responsible of LNGOs under study for the researcher to be permitted to conduct the study. The researcher assistants who assisted in the data collection were selected and oriented in order to be consistent in administering the questionnaire. The researcher translated the questionnaire in French since English could challenge a significant rate of respondents who are French speakers. The respondents were explained about the study and were requested to sign the informed consent form.

During the administration of the questionnaire

The researcher and researcher assistants used Self-Administered Questionnaire (SAQ) approach since the survey involved literate respondents. Specifically researcher and researcher assistants requested respondents: (1) to sign in the informed consent form; (2) to answer all questions hence leave no items unanswered; (3) to avoid biases and to be objective in answering the questionnaire. The researcher together with researcher assistants ensured that retrieving the questionnaire was done within two weeks from the date of distribution. All questionnaires retrieved were checked to ensure they were completely filled out.

After the administration of the questionnaire

The data gathered was organized, collated, summarized, statistically treated and drafted in tables using Statistical Package for Social Sciences (SPSS) version 16.0.

3.8 Data Analysis

The *frequency and percentage distribution* was used to determine the profile of the respondents.

The *mean* was used to compute the extent of marketing strategies and financial sustainability for research question one and two. An items analysis

based on the mean scores and rank reflected the strengths and weaknesses of the respondents in terms of marketing strategies and financial sustainability.

To interpret the obtained data, the following numerical values and description were used:

| Mean range | Description | Interpretation |
|-------------------|--------------------|-----------------------|
| 3.26 - 4.00 | Strongly Agree | Very High |
| 2.51 - 3.25 | Agree | High |
| 1.76 - 2.50 | Disagree | Low |
| 1.00 - 1.75 | Strongly Disagree | Very Low |

The F-test (ANOVA) and T-test for difference in means were used to test the hypothesis for difference in the level of financial sustainability by education level and marketing strategies by gender in selected LNGOs in Rwanda at 0.05 level of significance.

A simple correlation coefficient to test the hypothesis on correlation was used at 0.05 level of significance using Pearson's Linear Correlation Coefficient (PLCC).

The Regression Analysis R^2 (Coefficient of Determination) was computed to determine the influence of the Independent Variable on the Dependent Variable for the hypothesis on correlation at 0.05 level of significance.

3.9 Limitations of the Study

From the limitations perspective, the researcher claimed an acceptable (0.05 level of significance) 5% margin of error in view of the following threats to validity with relevance to this study:

Instrumentation: the research instrument was not standardized. A validity and reliability test was used to produce a credible research tool.

Extraneous variables: The personal biases were avoided by the researcher as he asked respondents to be as partial as possible and to avoid cases of prejudices and biasness while answering questions.

Attrition/Mortality: Some questionnaires were likely to remain with respondents and this would affect the data analysis and views of other respondents. However, the researcher constantly visited respondents and called other by phone to make sure that he obtained all the questionnaires within the required time.

Testing: three researcher assistants were oriented and briefed on the procedure to be done in data collection.

3.10 Ethical Considerations

To ensure confidentiality of information provided by the respondents and to ascertain the practice of ethic in this study, the following activities were implemented by the researcher: The respondents and their organizations were coded instead of reflecting the names to provide anonymity of the respondent. The respondents were requested to sign in the informed consent form; authors quoted in this study were acknowledged through citations and referencing, and the findings of the study were presented in generalized manner.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter presents the data collected from the field survey and the presentation, interpretations and analysis based on the findings where the respondents have expressed their views on the subject matter. The analysis of results focused on profile of respondents, level marketing strategies applicability, level of financial sustainability, difference in the level of financial sustainability by education level, difference in the level of marketing strategies by gender, relationship (strength and direction) between the marketing strategies and financial sustainability and the cause-effect relationship between the two variables.

4.1 Socio-Demographic Characteristics of the Respondents

In order to put the results of the study in perspective, the profile of respondents is presented by age, gender, marital status, qualification, position held and experience with NGOs activities on one hand and on the other, the age of the organization and location of the organization. In each case, respondents were asked through closed ended questions, to provide their respective profile information, to enable the researcher classifying and compare them accordingly. The respondents in this study were 166 NGOs' managers. Their responses were analyzed using frequencies and percentage distributions as summarized in Table 2 below.

Table 2 (a): Profile of Respondents

| Gender | Frequency | Percent |
|----------------------------|------------------|----------------|
| Male | 106 | 63.9 |
| Female | 60 | 36.1 |
| Total | 166 | 100.0 |
| Age Group | | |
| 20-39 | 86 | 51.8 |
| 40-59 | 66 | 39.8 |
| 60 and above | 14 | 8.4 |
| Total | 166 | 100.0 |
| Education Level | | |
| Diploma | 22 | 13.3 |
| Bachelor | 75 | 45.2 |
| Master and above | 69 | 41.6 |
| Total | 166 | 100.0 |
| Marital Status | | |
| Single | 12 | 7.2 |
| Married | 125 | 75.3 |
| Divorced/Separated | 9 | 5.4 |
| Widowed | 20 | 12.0 |
| Total | 166 | 100.0 |
| Position | | |
| Managing Director | 72 | 43.4 |
| Field managers | 55 | 33.1 |
| Operational managers | 39 | 23.5 |
| Total | 166 | 100.0 |
| Level of experience | | |
| 1-3 Years | 62 | 37.3 |
| 4-6 Years | 75 | 45.2 |
| 7 years and above | 29 | 17.5 |
| Total | 166 | 100.0 |
| Age of the LNGO | | |
| 1-3 Years | 34 | 20.5 |
| 4-6 Years | 95 | 57.2 |
| 7 Years and above | 37 | 22.3 |
| Total | 166 | 100.0 |

Table 2 (b): Profile of Respondents

| Major province for operation | | |
|-------------------------------------|------------|--------------|
| Kigali | 123 | 74.1 |
| Southern Province | 11 | 6.6 |
| Northern Province | 11 | 6.6 |
| Eastern Province | 9 | 5.4 |
| Western Province | 12 | 7.2 |
| Total | 166 | 100.0 |

Source: Primary data, 2012.

Table 2 shows that the majority of the managers in the LNGOs in Rwanda are men (63.9 %) while women form only 36.1. Although men were more than women in this study, the research findings could not be altered by gender differences since the issue under investigation was not gender based. Women could be few in the management of LNGOs in Rwanda because the participation of women in social, economic and political issues throughout the country is still low as compared to men and this has been influenced by patriarch.

As far as the age differences of respondents in this study are concerned, this study found out that the majority of the managers of LNGOs in Rwanda are the youth (51.8 %); these are followed by those in their 40-59 years (39.8 %); and the least participants in this study were the elderly as they formed only 8.4 %. The youth could be the majority of respondents in this study because of their active involvement in socio-economic participation of the country and the impact of genocide that left several elderly populations perished. These findings are consistent with those of MIFOTRA (2008) related to youth employment in Rwanda indicating that 89 percent of employees are young in all sectors of activities leading to the conclusion that they are economically active.

According to Table 2, majority of the managers of the LNGOs in Rwanda are bachelor degree holders (45.2 %); they are followed by those having Master degree and above (41.6 %); and the least participants in this study were those

holding diploma (13.3 %). This finding shows that the managers of LNGOs in Rwanda are generally well educated to engage in marketing strategies.

Regarding the marital status of the managers of LNGOs in Rwanda, this study found out that 75.3 % of the managers of LNGOs in Rwanda are married; these were followed by those who were widowed (12 %); then those who were still single were 7.2 %; and the least participants in this study were those who had separated/divorced. Having mostly married respondents is important because they are reliable and responsible thus are able to give authentic information regarding marketing strategies.

On the position of the respondents, Table 2 indicates that managing directors of the LNGOs in Rwanda were the majority participants in this study (43.4 %); these were followed by the field managers (33.1 %); and the least participants were the operational managers (23.5%). Since managing directors formed the majority of this study, it can be said that this study was able to determine effectiveness of marketing strategies and financial sustainability of LNGOs in Rwanda since the study mainly investigated those responsible for both marketing strategies and ensuring financial sustainability.

On the experience of the managers in their respective organization, this study found out that most of the managers (45.2 %) had 4-6 years of experience; these were followed by those with experience of 1-3 years (37.3 %); and the least participants in this study were those with experience of 7 years and above (17.5 %). This finding indicates that these managers are not new in marketing strategies and ensuring financial sustainability thus could give relevant information needed for the study.

Table 2 also indicates that the majority of the LNGO contacted for this study have lasted from 4-6 years (57.2 %); these were followed by those that have lasted for more than 7 years (22.3 %); and the rest have lasted for 1-3 years (20.5 %). The impression from these study findings is that many of the

LNGOs are not new in employing marketing strategies and ensuring financial sustainability. In this regard, information obtained from them can be trusted for data analysis.

Lastly, Table 2 also determined the provinces in which the contacted LNGOs are mostly based for their services. The Table shows that 74.1 % of the LNGOs offer their services mainly to the people of Kigali City; 7.2 % are more dedicated to serve people in Western Province; 6.6 % of them were offering their services basically to the people of Southern and Northern Provinces each; 5.4 % of them majored offering their services to the people of eastern Province. The concentration of NGOs in Kigali city could be due to the possible easy access to finance coupled to NGOs' access to infrastructure as LNGOs intend to reach their sponsors easily.

4.2 Level of Marketing Strategies Employed by LNGOs in Rwanda

The first objective in this study was to determine the level of marketing strategies applicability in LNGOs in Rwanda. In this regard, respondents were required to indicate the extent to which they agree with each of the items or statements by ticking the number that best describes their perceptions. As described in chapter three, twenty two items in the survey required the respondents to indicate the level of marketing strategies in their respective NGOs. The respondents rated their responses according to a Likert scale ranging from 1 to 4. The range of the answers were 1=Strongly Disagree (SD); 2= Disagree (D); 3 Agree (A) and 4 strongly Agree (SA). The measurement scale for the mean ranges were as follow: mean ranges from 3.26-4.00 indicted that the majority of the respondents strongly agreed with the statements thus the level of marketing strategies employed by LNGOs in Rwanda was very high; mean ranges 2.51-3.25 showed that majority of the respondents agreed with the statements thus the level of marketing strategies employed by LNGOs in Rwanda

was high; mean ranges from 1.76-2.50 indicated majority of the respondents disagreed with the statements thus, the level of marketing strategies employed by LNGOs in Rwanda was generally low; and lastly, the mean ranges from 1.00-1.75 indicated that majority of the respondents strongly disagreed with the statements thus, the level of marketing strategies employed by LNGOs in Rwanda was very low. The findings regarding this are presented in Table 3

Table 3: Level of Marketing Strategies in Selected NGOs in Rwanda

(Items Analysis, n= 166)

| ITEMS | Mean | S.Dev | Interpretation | Rank |
|--|-------------|-------|-----------------|----------|
| Press Promotions | | | | |
| The NGO uses broadcast / audio-visual medium (television and radio adverts and programs) in promoting its activities regularly. | 1.295 | 0.46 | Very Low | 1 |
| The NGO monitors its marketing success / measures the feedback, response to its marketing services to ensure that the message is broadcasting successfully. | 1.262 | 0.44 | Very Low | 2 |
| Mean Average of Press Promotions | 1.28 | | Very Low | 1 |
| Political leaders and Celebrities | | | | |
| The NGO uses local celebrities (such as musicians, athletes, and comedians) in promoting the NGO services and/or to organize a fundraising. | 1.573 | 0.72 | Very Low | 1 |
| The NGO uses political leaders such as mayors of district, senator, etc in project's activities launching. | 2.081 | 0.76 | Low | 2 |
| The NGO benefits from local leaders to convince people/beneficiaries to participate in NGOs' activities | 2,803 | 0.75 | High | 3 |
| The NGO utilizes volunteers in promoting the organization (as promotional tool) | 2.59 | 0.72 | High | 3 |
| The NGO uses Word of mouth marketing (networking meetings (meeting people, doing presentations), seminars, testimonials, advertisement) for its marketing. | 3.229 | 0.78 | High | 3 |
| Mean Average of Political leaders and Celebrities | 2.65 | | High | 3 |
| Print & Electronic Advert | | | | |
| The NGO utilizes brochures, newsletters, newspapers and bulletins to describe the benefits, services, donation opportunities, and values of the organization | 2.704 | 0.87 | High | 3 |
| The NGO develops /utilizes posters, banners and billboards, flyers, calendars, cards to publicize the NGO. | 2.049 | 0.9 | Low | 2 |

| | | | | |
|---|-------------|------|-------------|----------|
| The NGO develops and maintains a strong web presence (organizational Web site), completely branded with the organization's activities, cause and mission. | 1.327 | 0.91 | Very Low | 1 |
| The NGO makes sure its website is regularly reviewed and updated with event information and photography | 1.163 | 0.34 | Very Low | 1 |
| The NGO uses social media (blogs, Facebook, twitter, YouTube and other forums) to communicate and share what the organization is doing, to campaign and build communities, as well as to reach new audiences. | 2.36 | 0.97 | Low | 2 |
| The NGO uses the internet as a means to raise funds / Solicit online donations. | 3.605 | 0.79 | Very High | 4 |
| The NGO has/uses a brand, logo or other graphic identity to mark program/ project sites, deliverables and commodities, other program materials. | 2.131 | 0.83 | Low | 2 |
| The NGO utilizes direct contact / electronic mail to communicate with donors /supporters as promotional tool | 3.196 | 0.75 | High | 3 |
| The NGO utilizes direct contact / electronic mail to communicate with beneficiaries as promotional tool | 3.327 | 0.68 | Very High | 4 |
| Mean Average of Print & Electronic Advert | 2.43 | | Low | 2 |
| Acknowledgement | | | | |
| The NGO regularly recognizes and thanks donors (local and/or international) to enhance donor relations, through organizing annual ceremony meeting, anniversary events to celebrate past accomplishments, reporting to donors on the impact of their gifts. | 3.426 | 0.64 | Very High | 4 |
| The NGO regularly organizes annual functions where volunteers are felicitated (awards for the best volunteer) and encouraged to do more work. | 3.016 | 0.81 | High | 3 |
| The NGO has / develops good working relationships and partnerships with other voluntary sector organizations, government , universities and the private sector; for direct funding support through a variety of mechanisms, such as sponsorships, etc | 2.786 | 1.07 | High | 3 |
| The NGO equipment, such as computers or other office equipment; program deliverables and commodities are marked with the logo of the donor who funded them. | 2.114 | 1.05 | Low | 2 |
| The NGO's branding is consistent and all its marketing materials, such as brochures, letterhead, business cards, adverts, and website have the same look, feel, and logos. | 2.901 | 0.85 | High | 3 |
| The NGO has a specific and updated marketing plan that is currently driving its marketing efforts. | 1.622 | 1.1 | Very Low | 1 |
| Mean Average of Acknowledgement | 2.64 | | High | 3 |
| Overall Mean Average Marketing strategies | 2.43 | | Low | 2 |

Source: Primary data, 2012.

Table 3 indicates that LNGOs in Rwanda use different means to market themselves. However, Table 3 shows that LNGOs mainly employ political leaders and celebrities (average mean of 2.65); this was followed by the acknowledgements (average mean of 2.64); then, print and electronically advert followed having an average mean of 2.43; and the least marketing strategy employed by LNGOs in Rwanda is press promotions (average mean of 1.28).

The results are a mirror image of the factors influencing financial sustainability in selected NGOs. Results in Table 3 indicate that there are different levels of marketing strategies applicability. Overall, all items on level of marketing strategies related to registered NGOs in Rwanda were rated as **Low** level (mean= 2.434) indicating that there is a relatively low level of marketing strategies applicability in the selected NGOs in Rwanda.

Considering the two extreme for example, respondents rated the level of marketing using "Political leaders and celebrities" and "Acknowledgement" to be high (mean= 2.652 and mean=2.644), equivalent to Agree. Marketing strategies using "Press promotion" was rated Very low (mean=1.28) corresponding to Strongly Disagree on Likert scale and "Print and electronic Advert" rated to be low (mean= 2.429) corresponding to Disagree on the Likert scale. These findings could not surprise the readers because it is commonly said that the organization sustainability is mainly based on its employees' capacity to interact with current evolutionary situation of the world with reference to its past or the past of the whole industry. Marketing as an approach that can be used within any sector of economic activities is reserved to well educated and trained employees.

The use of politicians and local leaders and acknowledgement were rated as high, this could be partly due to the fact that local leaders and politicians are seeking more support from grassroots people in their electoral circumscriptions while acknowledgement is perceived as a lure of gain sponsors doing so much more.

4.3 Level of Financial Sustainability of LNGOs in Rwanda

The second objective in this study was to determine the level of financial sustainability of NGOs in Rwanda, for which the respondents were required to indicate the extent to which they agree with each of the items or statements by ticking the number that best describes their perceptions. As described in chapter three, twenty one items in the survey required the respondents to indicate the level of financial sustainability in their respective NGOs. The respondents rated their responses according to a Likert scale ranging from 1 to 4. The range of the answers were 1=Strongly Disagree (SD); 2= Disagree (D); 3 Agree (A) and 4 strongly Agree (SA).

To help in the interpretation of the result, mean ranges were also used as follow: mean ranges from 3.26-4.00 indicted that the majority of the respondents strongly agreed with the statements thus the level of financial sustainability at LNGOs in Rwanda was very high; mean ranges 2.51-3.25 showed that majority of the respondents agreed with the statements thus the level of financial sustainability at LNGOs in Rwanda was high; mean ranges from 1.76-2.50 indicated majority of the respondents disagreed with the statements thus, the level of financial sustainability at LNGOs in Rwanda was generally low; and lastly, the mean ranges from 1.00-1.75 indicated that majority of the respondents strongly disagreed with the statements thus, the level of financial sustainability at LNGOs in Rwanda was very low. The findings regarding this are presented in Table 4.

Table 4: Level of Financial Sustainability in Selected NGOs in Rwanda

(Items Analysis, n= 166)

| Items | Mean | St. Dev | Interpretation | Rank |
|--|-------------|----------------|-----------------------|-------------|
| <i>Revenue/Income</i> | | | | |
| The NGO generates income and support through membership fees and subscriptions | 1.803 | 0.852 | Low | 2 |
| The NGO builds up reserve funds for spending without restrictions to cover expenses that donors or grant makers do not want to cover. | 2.081 | 0.801 | Low | 2 |
| There is a continued and sustained support from existing funding sources. | 3.00 | 0.912 | High | 3 |
| The NGO consistently obtains new funding sources / The NGO benefits donor renewals each year | 2.754 | 1.027 | High | 3 |
| The NGO consistently has more revenues than expenses. | 2.54 | 0.975 | High | 3 |
| The NGO is certain (or 99% certain) that it has the resources to continue its core work for at least 12 months. | 3.36 | 0.633 | Very high | 4 |
| The NGO is fairly confident (at least 75% certain) that it can continue its core work for at least 24 months. | 2.967 | 1.048 | High | 3 |
| The NGO generates income and support through income generating activities not linked to work of the NGO, e.g. renting out office space, a building, land, equipment. | 1.59 | 0.863 | Very Low | 1 |
| The NGO's assets are greater than liabilities. | 2.213 | 0.858 | Low | 2 |
| The NGO develops and maintains strong stakeholder relationships, including beneficiaries, staff and donors. | 2.852 | 0.945 | High | 3 |
| The NGO runs more than one reliable funding sources, including unrestricted funds. | 2.524 | 1.026 | High | 3 |
| The NGO has a sufficiently diverse source of income to avoid the high level of risk associated with depending on one source. | 2,245 | 0.977 | Low | 2 |
| The NGO charges beneficiaries modest fees to strengthen an organization's sustainability | 1.262 | 0.443 | Very Low | 1 |
| The NGO generates income and support through income generating activities linked to work of the NGO, e.g. publication sales, | 1.344 | 0.479 | Very Low | 1 |

| | | | | |
|---|--------------|-------|-------------|----------|
| training and consultancy | | | | |
| The NGO receives financial support from the general public through Fund-raising, regular giving programs, individual donations, etc | 1.885 | 0.709 | Low | 2 |
| The NGO receives continuous financial support through Local/national government grants and partnerships. | 2.459 | 0.845 | Low | 2 |
| Average mean of Revenue/Income | 2.305 | | Low | 2 |
| <i>Physical, human and organizational Asset</i> | | | | |
| The NGO has sufficient office equipment (with adequate furniture, information technology, and other equipment). | 3.016 | 0.763 | High | 3 |
| The NGO prepares a financial plan that estimates expenses and revenues for each year covered by the strategic plan. | 3.147 | 0.703 | High | 3 |
| The NGO undertakes regular/annual internal and external financial audits. | 2.967 | 0.752 | High | 3 |
| The NGO's auditors are satisfied with the organization's controls on cash and assets | 2.98 | 0.67 | High | 3 |
| Regular internal and external financial reporting is carried out (e.g. monthly, quarterly, and annual) as appropriate. | 3.065 | 0.654 | High | 3 |
| Average mean of Physical, human and organizational Asset | 3.035 | 0.763 | High | 3 |
| Overall Average Mean of Financial Sustainability | 2.477 | | Low | 2 |

Source: Primary data, 2012.

Table 4 results revealed that the level of financial sustainability is relatively **Low** in selected registered NGOs in Rwanda. All the two dimensions of financial sustainability namely income or revenue and human, physical and organizational asset were rated or perceived by respondents.

To get a summary picture on how respondents rated the level of financial sustainability, a mean index for all the two dimensions of financial sustainability were rated, and computed which turned out to be 2.477, which falls under

Disagree on the Likert scale and ranked as low financial sustainability. This low level of financial sustainability could be the results of among others the low level of marketing strategies applicability in selected registered NGOs in Rwanda.

Comparison by indicators revealed that Income or revenue was at a low level (mean 2.305) compared to physical, human an organizational dimension which has had a high mean (3.035).

4.4 Difference in the Level of Marketing Strategies and financial sustainability by Gender and by Education Level of respondents

The third objective in this study was to determine whether there is a significant difference in the level of marketing strategies applicability by gender and the level of financial sustainability by education level in LNGOs in Rwanda, for which it was hypothesized that the mean perceptions of respondents from the different NGOs under study do not significantly differ. To test this hypothesis, the researcher compared the mean perceptions computed in Table one and three for respondents from all the registered NGOs in this study, using Fisher’s one way analysis of variance (ANOVA) and T-test results of which are indicated in Table 5.1 and 5.2.

Table 5.1: Difference in the Level of Financial Sustainability by Education level of respondents in Selected NGOs (Sig. = 0.05)

| Variables compared | Computed F-Value | Sig | Interpretation | Decision |
|---|-------------------------|------------|------------------------|------------------------|
| Financial Sustainability Vs Education level | 3.51 | 0.021 | Significant Difference | Reject Null Hypothesis |

Source: Researcher’s compilation, 2012.

One way ANOVA results in Table 5.1 indicate that there is significant difference in the level of financial sustainability by education level of NGOs' responsible in selected registered NGOs in Rwanda ($F= 3.510$ Sig.=0.021). Basing on these results, the Null hypothesis is rejected, leading to the conclusion that the most educated leaders seem to have organizations that are financially sustainable than their counterparts who are less educated.

Table 5.2: Difference in the level of Marketing Strategies by Gender in Selected NGOs (Sig.= 0.05)

| Variables compared | Computed T-Value | Sig | Interpretation | Decision |
|--------------------------------|-------------------------|------------|---------------------------|------------------------|
| Marketing strategies Vs Gender | -1.479 | 0.145 | No Significant Difference | Accept Null Hypothesis |

Source: Researcher's compilation, 2012.

Independent samples T-test results in Table 5.2 indicated that there is no significant difference in the level of marketing sustainability by gender of NGOs' responsible in selected registered NGOs in Rwanda ($T= -1.479$ Sig.=0.145). Basing on these results, the Null hypothesis is accepted, leading to a conclusion that the level of marketing strategies applicability did not differ basing on the gender of respondents under study.

4.5 Relationship between the level of Marketing Strategies and Financial Sustainability

The fourth and last objective in this study was to determine whether there is a significant relationship between the level of marketing strategies and financial sustainability in selected NGOs in Rwanda, for which it was hypothesized that the mean perceptions of respondents regarding the level of marketing strategies and financial sustainability do not significantly correlate.

To test this hypothesis, the researcher correlated the mean perceptions computed in Table three and Table four for respondents from all NGOs under study, using Pearson’s Linear Correlation Coefficient (PLCC), results of which are indicated in Table 6 below.

Table 6: Correlation between Marketing Strategies and Financial Sustainability in Selected NGOs in Rwanda. (Sig =.05)

| Variables Correlated | Computed r-Value | P-Value | Interpretation of Correlation | Decision on Ho |
|--|-------------------------|----------------|--------------------------------------|------------------------|
| Marketing Strategies Vs Financial Sustainability | 0.551 | 0.000 | Significant Relationship | Reject Null Hypothesis |

Source: Researcher’s compilation, 2012

Pearson’s Linear Correlation Coefficient results in Table 6 showed that there is a positive significant relationship between marketing strategies and financial sustainability in selected NGOs in Rwanda. This means that marketing strategies and financial sustainability correlate in the NGOs under study. But as correlation does not imply causation, it was vital to get a general picture on the overall relationship between all the four dimensions of marketing strategies and the two dimensions of financial sustainability. Two mean indices were computed for marketing strategies and financial sustainability, after which the two indices were linearly regressed, as per results in Table 7 below.

Table 7: Regression Analysis of Marketing Strategies and Financial Sustainability in NGOs in Rwanda (Sig.=0.05)

| Coefficients ^a | | | | | | |
|---|-----------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.005 | .030 | | -.164 | .870 |
| | Press promotion | .346 | .045 | .360 | 7.731 | .000 |
| | Political leaders and Celebrities | .686 | .057 | .462 | 12.028 | .000 |
| | Print & electronic adverts | .126 | .056 | .258 | 2.509 | .013 |
| | Acknowledgement | -.153 | .050 | -.162 | -2.722 | .007 |
| a. Dependent Variable: Financial Sustainability | | | | | | |

Source: Primary Data, 2012

Table 7 shows that marketing strategies as regards to press promotion, political leaders and celebrities and print and electronic adverts have significant relationship with financial sustainability. This relationship is indicated in β -value 0.360 for press promotion with sig. value of .000; β -value 0.462 and sig. value of 0.000 for political leaders and celebrities; β -value 0.256 and sig. value of 0.013 for print and electronic adverts respectively.

Nevertheless, acknowledgement as an aspect of marketing strategies among LNGOs was not positively correlated with financial sustainability as its β -value of -0.162 and sig. value of 0.007 at standardized level of significance of 0.005.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the research findings, draws conclusions and forwards recommendations in accordance to the results. Lastly, the chapter proposes some topic for further research for future researchers.

5.1 Discussion of Findings

5.1.1 Level of Marketing Strategies by LNGOs in Rwanda

Data was analyzed using SPSS's descriptive statistics results from mean showed that there was low level of marketing strategies (as regards to different strategies employed such as political leaders and celebrities, acknowledgements, print and electronically advert and press promotions collectively) and this was determined by the overall average mean of 2.43.

Study findings by William (1999) are in agreement with the one in LNGOs in Rwanda as it noted that politicians are always seeking ways to demonstrate how they are involved in supporting important community work. Brennan and Brady (1999) also showed that many LNGOs in developing countries have resorted to acknowledgement sort of marketing.

These studies could be in agreement because involving politicians in marketing strategies could be one of the easier ways through which LNGOs tend maneuver their ways through and it might be one of the ways that can easily popularize LNGOs since politicians are some of the popular figures in communities. Further still, Brennan and Brady's (1999) findings could also be in

agreement with the one in Rwanda because they have similar settings, that is, in developing countries.

Personally, I agree with these authors since most of the LNGOs in developing countries employ similar strategies of marketing strategies as they seek to draw the attention of their donors.

However, the study findings by John (2008) is in disagreement with the one in Rwanda as John noted that press promotion is the best form of marketing and non-profit organization can do. In the case of Rwanda, this study found out that most of LNGOs employ political leaders.

This study finding could be in disagreement with the one in Rwanda because of limited space in Rwanda. Limited freedom of press in Rwanda could have impacted greatly on LNGOs ability to employ it as their marketing strategies. The implication of using few marketing strategies could be very bad to the development of LNGOs in the country since they will have to use or employs few strategies and cover few donors.

5.1.2 Level of Financial Sustainability at LNGOs in Rwanda

The research findings also showed that there was also a low level of financial sustainability (mean= 2.477) in terms of income/revenue and physical and non physical assets in selected LNGOs in Rwanda.

The research findings in case of LNGOs in Rwanda is in agreement with that of Klaus Boas (2001) who indicated that the many LNGOs in Sub-Saharan Africa tend to collapse before their third birth day. Jenifer et al. (2009) also showed that over 70 % of the LNGOs in developing counties fail to sustain themselves financially. Emerson (2009) also noted that resource diversification among LNGOs is still low and in some cases misappropriation of funds limits LNGOs' capacity to financially sustain themselves.

I agree with these research findings because the income base of many of the LNGOs tend to narrow and many of them still employ few fundraising strategies. These findings could be in agreement with the one in LNGOs in Rwanda because they have been carried out in developing world like Rwanda. Furthermore, many of the LNGOs are still personalized and tend not to follow proper use of finances as their bosses take complete control of finances in the organizations.

Having low level of financial sustainability could mean that the LNGOs will fail to fulfill their goals and the level of community development in Rwanda will remain low.

5.1.3 Significant Difference in the level of Marketing Strategies by Gender and Financial Sustainability by Education

One way ANOVA results indicated that there was significant difference in the level of financial sustainability according to the education level of responsible of LNGOs under study ($F= 3.510$ Sig.=0.021) while T-Test results indicated that there was no significant difference in the level of marketing strategies according to gender of responsible of LNGOs ($T=-1.479$; Sig=0.145).

This study finding is in agreement with that of Kotler and Levy (1996) as they indicated that there is a clear distinction between source of attraction and resource allocation. According to Abdelkarim (2002); education level of managers determines the capacity of an organization to financially sustain itself.

I also agree with these findings because people with high education level can properly keep books. Further still, they are more exposed than their counterparts and this gives them an opportunity to use diverse means to solicit funds and manage them well. These findings could be in agreement because education may be one of the key issues affecting financial sustainability

regardless of the setting of the study. In this regard, employing people with low education level to manage LNGOs could have detrimental impact on the operation of LNGOs.

5.1.4 Relationship between marketing Strategies and Financial Sustainability

The Pearson's Correlation Coefficient indicated that there was a significant and positive relationship between marketing strategies and financial sustainability in selected LNGOs in Rwanda ($r= 0.551$, $Sig=0.000$). Regression analysis results indicated that the independent variable included in the model (marketing strategies) significantly influences changes in the dependent variable (financial sustainability) ($R^2=0.304$, $F= 25.784$ and $Sig=0.000$) which led to the conclusion that low level of marketing strategies significantly explains the low level of financial sustainability in selected registered LNGOs in Rwanda.

The research findings on the relationship between marketing strategies and financial sustainability of LNGOs in Rwanda is in agreement with the ones of Peri (2007); Padron (2001); Jennifer et al. (2009); Arnold and Tapp (2003) they in one way or another noted that massive marketing strategies can help organizations to increase their income levels as well as organizational assets.

I agree with these research findings because through massive marketing strategies, donors get to know about organizations and in this regard, they can get to support the goals and objectives of such organizations in terms of finance, expert and other resourceful assets that may help the organization.

5.2 Conclusion

This study concludes that although LNGOs in Rwanda try to employ different means of marketing strategies, there is still low level of marketing strategies. This was even worse in the use of print and electronically adverts and press promotions.

This study also concludes that there is still low level of financial sustainability among LNGOs in Rwanda. This was worse in terms of revenue or income level although there was some improvement in sustainability as regards to physical and non physical assets in the LNGOs in Rwanda.

This study also concludes that there is a significant difference in the level of financial sustainability according to the education level of managers of the LNGOs under study. This was not the case of the level of marketing strategies according to gender of managers of the LNGOs in Rwanda.

This study finally concludes that there is a significant relationship between the level of marketing strategies and financial sustainability. This indicates that the low level of marketing strategies is significantly responsible of the existence of low level of financial sustainability in LNGOs in Rwanda.

5.3 Recommendations

This section deals with recommendations arising from the pertinent findings and conclusions of this study, following the strengths and weaknesses of the means.

This study recommends that LNGOs in Rwanda should open up their marketing strategies through press promotions. This program should be enhanced by the managers of the respective LNGOs. This strategy will increase their reach to more donors and increase their popularity and financial base to sustain their operations.

LNGOs should also increase their budgets and knowledge for print and electronic advertisement. This program should also be spearheaded by the managers of the respective LNGOs. This can easily be promoted by training some officials in the LNGOs so that they can help the organizations in designing and advertising their organizations through internet, designing logos, making brochures, posters and banners etc.

LNGOs should also continue using politicians and celebrities to advertise them. This will enable them to remain one of the popular organizations in the country and capture the attention of donors as well as government agencies. Managers can do this by supporting the local politicians so that they can also support them and their visions or missions.

As the LNGOs in Rwanda still struggle to maintain financial sustainability, this study recommends that these NGOs should consider making investments of time and money in their marketing efforts. This program should be headed by the NGO Forum and it can be ensured through organizing seminars and conferences to LNGOs. This will help LNGOs to understand what marketing is and why marketing is important to all Non-Profit Organization management.

Efforts should be put to develop practices in conducting evaluations and impact assessment of marketing strategies as well as in using outcomes of those in further planning and revision.

5.4 Research for further studies

The research questions have been examined for the selected LNGOs in Rwanda, it could be interesting to test them to other managerial aspects in which LNGOs face different business environment. Proposed topics could be:

1. Managerial skills and Local Non Governmental Organizations growth in Rwanda.
2. The impact of planning on Local Non Governmental Organizations sustainability in Rwanda.
3. Effects of project diversification on financial sustainability in selected Local Non Governmental Organizations in Rwandan.
4. Factors affecting successful implementation of marketing strategies among LNGOs in Rwanda.

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APPENDIX IA

TRANSMITTAL LETTER



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256 - 414 - 266813 / +256 - 772 - 322583
Fax: +256 - 414 - 501 974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: October 10, 2012

**RE: REQUEST FOR MUGENZI AUGUSTIN MBA/10063/82/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration.

He is currently conducting a research entitled "**Marketing Strategies and Financial Sustainability of Local Non Governmental Organization in Rwanda.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Handwritten signature of Mr. Malinga Ramadhan.

**Mr. Malinga Ramadhan
Head of Department
Economics and Management Sciences, (CHDR)**

NOTED BY:

Dr. Sofia Sol T. Gaita
Principal-CHDR

"Exploring the Heights"

APPENDIX IB

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am an MBA in NGOs Management candidate of Kampala International University. Part of the requirements for the award is a thesis. My study is entitled, **Marketing Strategies and Financial Sustainability of Local Non-Governmental Organizations in Rwanda**. Within this context, may I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Mr. MUGENZI Augustin

APPENDIX II
INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. MUGENZI Augustin that will focus on Marketing strategies and financial sustainability.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX III A

FACE SHEET: PROFILE OF THE RESPONDENTS

Gender (Please Tick): (1) Male (2) Female

Age (Please Tick): (1) 20 – 39 years (2) 40-59 years
 (3) 60 and above

Marital status (Please Tick): (1) Married (2) Single
 (3) Divorced (4) Separated
 (5) Widowed

Education level (Please Tick): (1) Certificate (2) Diploma
 (3) Bachelors (4) Masters

Position /Post held in NGO (Please Tick): (1) Strategic (2) Managerial
(3) Operational

Length of experience in NGO's activities (Please Tick):

(1) 1- 2 years (2) 3-4 years
 (3) 5-6 years (4) 7 and above

Age of the organization (Please Tick): (1) 1- 2 years (2) 3-4 years
 (3) 5-6 years (4) 7 and above

Domain of Activity (Please Tick):

(1) Capacity building (2) Environment
 (3) Socioeconomic development (4) Other

Location of the NGO (Please Tick):

(1) Kigali city (2) Northern province
 (3) Southern province (4) Eastern province
 (5) Western province.

APPENDIX III B

QUESTIONNAIRE TO DETERMINE THE APPLICATION OF MARKETING STRATEGIES

Direction 1: Please use the rating guide provided below with reference to the Marketing strategies used to raise funds. Kindly circle the number corresponding to your answer / your scoring.

| Response Mode | Rating | Interpretation |
|------------------------|--------|-----------------------------------|
| Strongly Agree (SA) | (4) | You agree with no doubt at all. |
| Agree (A) | (3) | You agree with some doubt |
| Disagree (D) | (2) | You disagree with some doubt |
| Strongly Disagree (SD) | (1) | You disagree with no doubt at all |

| | Items | SD | D | A | SA |
|----|--|----|---|---|----|
| | <i>Press Promotion</i> | | | | |
| 1 | The NGO uses broadcast / audio-visual medium (television and radio adverts and programs) in promoting its activities regularly. | 1 | 2 | 3 | 4 |
| 2 | The NGO monitors its marketing success / measures the feedback, response to its marketing services to ensure that the message is broadcasting successfully. | 1 | 2 | 3 | 4 |
| | <i>Political leaders and Celebrities</i> | | | | |
| 3 | The NGO uses local celebrities (such as musicians, athletes, and comedians) in promoting the NGO services and/or to organize a fundraising. | 1 | 2 | 3 | 4 |
| 4 | The NGO uses political leaders such as mayors of district, senator, etc. in project's activities launching. | 1 | 2 | 3 | 4 |
| 5 | The NGO benefits from local leaders to convince people/beneficiaries to participate in NGOs' activities | 1 | 2 | 3 | 4 |
| 6 | The NGO utilizes volunteers in promoting the organization (as promotional tool) | | | | |
| 7 | The NGO uses Word of mouth marketing (networking meetings (meeting people, doing presentations), seminars, testimonials, advertisement) for its marketing. | 1 | 2 | 3 | 4 |
| | <i>Print & Electronic advert</i> | | | | |
| 8 | The NGO utilizes brochures, newsletters, newspapers and bulletins to describe the benefits, services, donation opportunities, and values of the organization | 1 | 2 | 3 | 4 |
| 9 | The NGO develops /utilizes posters, banners and billboards, flyers, calendars, cards to publicize the NGO | 1 | 2 | 3 | 4 |
| 10 | The NGO develops and maintains a strong web presence (organizational Web site), completely branded with the organization's activities, cause and mission. | 1 | 2 | 3 | 4 |

| | | | | | |
|------------------------|---|---|---|---|---|
| 11 | The NGO makes sure its website is regularly reviewed and updated with event information and photography. | 1 | 2 | 3 | 4 |
| 12 | The NGO uses social media (blogs, Facebook, twitter, YouTube and other forums) to communicate and share what the organization is doing, to campaign and build communities, as well as to reach new audiences. | 1 | 2 | 3 | 4 |
| 13 | The NGO uses the internet as a means to raise funds / Solicit online donations. | 1 | 2 | 3 | 4 |
| 14 | The NGO has/uses a brand, logo or other graphic identity to mark program/ project sites, deliverables and commodities, other program materials. | 1 | 2 | 3 | 4 |
| 15 | The NGO utilizes direct contact / electronic mail to communicate with donors as promotional tool | 1 | 2 | 3 | 4 |
| 16 | The NGO utilizes direct contact / electronic mail to communicate with beneficiaries as promotional tool | 1 | 2 | 3 | 4 |
| Acknowledgement | | | | | |
| 17 | The NGO regularly recognizes and thanks donors (local and/or international) to enhance donor relations, through organizing annual ceremony meeting, anniversary events to celebrate past accomplishments, reporting to donors on the impact of their gifts. | 1 | 2 | 3 | 4 |
| 18 | The NGO regularly organizes annual functions where volunteers are felicitated (awards for the best volunteer) and encouraged to do more work. | 1 | 2 | 3 | 4 |
| 19 | The NGO has / develops good working relationships and partnerships with other voluntary sector organizations, government , universities and the private sector; for direct funding support through a variety of mechanisms, such as sponsorships, etc | 1 | 2 | 3 | 4 |
| 20 | The NGO equipment, such as computers or other office equipment; program deliverables and commodities are marked with the logo of the donor who funded them. | 1 | 2 | 3 | 4 |
| 21 | The NGO's branding is consistent and all its marketing materials, such as brochures, letterhead, business cards, adverts, and website have the same look, feel, and logos. | 1 | 2 | 3 | 4 |
| 22 | The NGO has a specific and updated marketing plan that is currently driving its marketing efforts. | 1 | 2 | 3 | 4 |

| | | | | | |
|----|---|---|---|---|---|
| 13 | The NGO charges beneficiaries modest fees to strengthen an organization's sustainability | 1 | 2 | 3 | 4 |
| 14 | The NGO generates income and support through income generating activities linked to work of the NGO, e.g. publication sales, training and consultancy | 1 | 2 | 3 | 4 |
| 15 | The NGO receives financial support from the general public – through Fund-raising, regular giving programs, individual donations, etc | 1 | 2 | 3 | 4 |
| 16 | The NGO receives continuous financial support through Local/national government grants and partnerships. | 1 | 2 | 3 | 4 |
| | <i>Physical, human and organizational Asset</i> | | | | |
| 17 | The NGO has sufficient office equipment (with adequate furniture, information technology, and other equipment). | 1 | 2 | 3 | 4 |
| 18 | The NGO prepares a financial plan that estimates expenses and revenues for each year covered by the strategic plan. | 1 | 2 | 3 | 4 |
| 19 | The NGO undertakes regular/annual internal and external financial audits. | 1 | 2 | 3 | 4 |
| 20 | The NGO's auditors are satisfied with the organization's controls on cash and assets | 1 | 2 | 3 | 4 |
| 21 | Regular internal and external financial reporting is carried out (e.g. monthly, quarterly, and annual) as appropriate. | 1 | 2 | 3 | 4 |

Thank you very much for your co-operation

RESEARCHER'S CURRICULUM VITAE

Personal Profile

Name : MUGENZI Augustin

Gender : Male

Nationality : Rwandese

Educational Background

Master in Social Work and Social Administration (UCU, Uganda) (2012)

Bachelor in Public Health (Nancy, France) (2005)

Diploma in Public health (UNR, Rwanda) (1989)

Advanced Certificate (Kigali, Rwanda) (1985)

Work Experience

16 years in NGOs Management (Rwanda) (1995 – 2011)