

**AN ANALYSIS OF FACTORS INFLUENCING THE LEVEL OF
FUNDRAISING FOR NON-PROFIT ORGANISATIONS (NPOs) OF THE
KHOMAS REGION OF NAMIBIA**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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ABSTRACT

Like the NPOs sector globally, the number of NPOs in Namibia has been increasing yearly. Most NPOs depend on government subsidies or local and international donor agencies to finance their operations. This scenario has been threatening their survival and ability to attain their aims and objectives for social transformation. Donor agencies have reduced their support for Namibian NPOs owing to the global economic crisis and financial headwinds facing the Namibia economy.

As a result local NPOs have limited access to funding from both local and international donors, as well as private philanthropic organisations. This is attributed to factors such as: global financial crisis, economic recession, the re-classification of Namibia to an upper middle-income country, the downgrading to junk economic status, and the increase in the number of NPOs in Namibia.

Therefore, the purpose of this study is to analyse factors influencing the level of fundraising for NPOs in Khomas Region. Based on the study, this paper explores the influence of sources of funding on the financial sustainability of NPOs. A quantitative research design was used as the principal research methodology for the study. The target population was six hundred and ninety six (696) NPOs registered with Business and Intellectual Property Authority (BIPA) under Section 21 of Company Act No. 28 of 2004 of the Republic of Namibia. One respondent per NPO was selected as per their role in the organization either: managements, administrative or financial personnel. The study made use of a random sampling methodology of which the, a total of forty (40) of NPOs were sampled each per year from 1950 to 2018. For the purposes of this study, a quantitative research method was employed and quantitative data were collected using a questionnaire. Data was processed using Stata software and the coded data was analysed at the significance level of .05% using an ordered logistic regression model.

Significant variables to the study were identified and interpreted accordingly and where possible compared to the literature review to gain a full understanding from both primary research data and secondary research. The chi-square test was done to test the model and it is statistically significant as it has a chi-square value below the 5% level.

The findings of the study showed that there are factors influencing the level of fundraising in NPOs. These are gender, years of working experience, number of staff members, fundraising procedures, number of student interns, fundraising through electronic media, local and international donor's agency and partnership or joint projects with other organizations. Therefore, this situation has left Namibian NPOs with no options, but to develop alternative fundraising strategies to access new sources of funding in order to increase the level of funding to finance their operations.

It is recommended that the NPOs should move from being dependent on government subsidies and local donor agencies for self-sustainability and have a more international outlook and indeed focus on establishing income generating activities and venture into multiple sources of funds for their projects. This would improve their financial sustainability. It is further recommended that there is a need to create and develop alternative fundraising strategies in order to increase the level of funding and remain competitive in the markets. Furthermore, it is recommended that NPOs should engage individuals, corporate sectors, government and local and international donors to develop interest in their activities for future donations. Alternatively, NPOs should give timely reports, thank you letters, issue donation certificates and offer a free luncheon for donors even once a year. With regard to media, it is advisable for NPOs to partner up with the media for marketing purposes as well as forming joint ventures with business and universities.

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DEDICATION

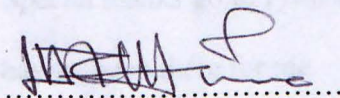
This thesis is dedicated to the following people: my husband, Mr. Timoteus Kagamenwa Mashuna, My daughter, Loini Ndeshipanda Mashuna, my mom, Fatima Shilongo, my Grandmother, Kwaanyoka Utilongwe Hitilasha and my late father Xavier Felesiano Shaduka, my father in-law late Martin Mateus Mashuna and my mother in-law late Loini Ndeshipanda Haipinge.

DECLARATION

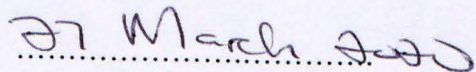
I, Luise Ndateelela Shaduka, do hereby declare that this thesis is the result of my own investigation and research. I further declare that this research has not been submitted in part or full for any degree or for any other qualification to other universities.

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L. N. Shaduka



Date

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LIST OF ACRONYMS

CAA:	Catholic Aids Action
CRS:	Corporate Social Responsibility
EU:	European Union
BIPA:	Business and Intellectual Property Authority
FFF:	Forum for the Future
FGD:	Focus Group Discussions
GBM:	Giving Behavior Model
GEC:	Global Economic Crisis
GFC:	Global Financial Crisis
GRN:	Government of the Republic of Namibia
GFC:	Global Financial Crisis
IJG:	Irwin, Jacobs, Greene
IMF:	International Monetary Fund
INGOs:	International Non- Governmental Organisations
IPPR:	Institute for Public Policy Research
NANANSO:	Namibian Network of AIDS Service Organisations
NFPD:	National Federation for People with Disabilities
NANGOF:	National Association of Non-Governmental Organisations Fund
NPOs:	Non- Profit Organisations
NGOs:	Non- Governmental Organisations
NPC:	Namibia National Planning Commission
NSC:	New Start Centre
PEST:	Political, Economic, Social, and Technological

PwC:	PricewaterhouseCoopers
SPNO:	Social Planning Network of Ontario
SPSS:	Statistical Package for the Social Scientists
SPSS:	Statistical Package for Social Sciences
SWOT:	strengths, weaknesses, opportunities and threats
SWOC:	strengths, weaknesses, opportunities and challenges
UNDP:	United Nations Development Program
USAID:	United States Agency for International Development
UNCRN:	United Nation Country Report for Namibia
USA:	United State of America
UMICS:	Upper-Middle Income Country Status
WBG:	WorldBankGroup

IRPA. This section of IRPA indicates that NPOs can be a Trust, a Company or any other Association of persons with a public purpose and that does not function for profit. There are different types of NPOs in Namibia, under the current legal and regulatory framework, having the option to be registered and to operate as NPOs (National Planning Commission 2005, Namibia-European Union, 2017). The types include the following:

- ◆ Voluntary Associations (VAs) (under common law) with very low regulatory requirements.
- ◆ Trusts and Foundations (Trusts Trustees Protection Act No.24 of 1934) where the trust deed is a formal legal document, which is registered with the Minister of High Court.

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Background of the study

A report by the National Planning Commission (NPC) (2005) titled “*Government of the Republic of Namibia Civic Organisations Partnership Policy*” elucidated that Namibia’s first democratically elected Government realised the importance of Non Profit Organizations (NPOs) in the development and reconstruction of the country. The report further showed that there was a rapid growth in the number and size of NPOs as well as other civic organisations in Namibia after independence in 1990. Some of the NPOs in Namibia are registered with the Ministry of Health, Ministry of Gender, Master of High Court and BIPA. Data collected from BIPA indicate that NPOs can be a Trust, a Company or any other Association of persons with a public purpose and that does not function for profit. There are different types of NPOs in Namibia, under the current legal and regulatory framework, having the option to be registered and to operate as NPOs (National Planning Commission 2005, Namibia European Union, 2017). The types include the following:

- ❖ Voluntary Associations (VAs) (under common law) with very few regulatory requirements;
- ❖ Trusts and Foundations (Trusts Moneys Protection Act No.34 of 1934) where the trust deed is a more formal legal document, which is registered with the Master of High Court;

- ❖ Section 21 of the Companies Act, No. 28 of 2004 (Companies not for gain, not having a share capital, as part of the Companies Act) where the most formal legal document defines the rights and obligations of members, and more public reporting about the management and finances of the organisation is required;
- ❖ Welfare Organisations (Welfare Act No.12 of 1979), granted by the Ministry of Health and Social Services;
- ❖ Registration and/or incorporation within the framework of the Acts of Parliament, official Government policy or Cabinet decision. Co-operatives, (under the Cooperatives Act No. 23 of 1996), Trade Unions, Councils, such as the Sports Council and Youth Council and School Boards are all examples;

Although the registration of NPOs in Namibia is voluntary, it gives the organisation some legitimacy if they are registered with relevant legal authorities. For the purposes of this study, it only focused on NPOs that were registered under Section 21 of the Companies Act, No: 28 of 2004.

Generally, NPOs all over the world develop strategies that enable them to achieve and attain their strategic goals and objectives in the long run. Meanwhile, Namibia was downgraded by Moody's from Ba1 to Ba2 (Schlettwein, 2019). This was exacerbated by yet another downgrade by Fitch from BB+ to BB (A report from Irwin, Jacobs, Greene Group (IJG Group) Namibia, 2019). Like many countries in the world, Namibia is facing many socio-economic challenges as a result of the downgrade (Namibia Planning Commission, 2018). Since then, Namibia fell into recession and has so far recorded 13 consecutive quarters of recession from 2016- 2019 (International Monetary Fund Country Report, 2019). According to the Institute for Public Policy Research

(IPPR) (2019) Namibia subsequently fell into a “... great economic depression in 2019.”

This economic status breeds serious economic head-winds for Namibia.

The Namibia Country Report (2018) clearly postulated that, as of now, Namibia has not been able to weather the economic head-winds as a result of the downgrades by Fitch and Moody's. The Country Report (2018) further observed that United States Agency for International Development (USAID) classified Namibia in the Upper-Middle Income Country group, and therefore, no longer qualifies for development support from the United State of America (USA) and European Union (EU) development partners. Consequently, NPOs from USA and the EU were officially advised to divert from Namibia and should begin to focus and direct their efforts elsewhere, particularly such countries like Malawi, which were considered as poverty-stricken and where many citizens were living in squalid conditions, far-below the poverty datum-line. The classification of Namibia in the Upper-Middle Income Status and the downgrade paint a negative image of Namibia and creates a bad perception to global investors. Capital flows in the world are highly sensitive to the Moody's and Fitch ratings.

Therefore, the current economic environment in Namibia is somewhat negative to global investors (IJG Group Namibia, 2019). These factors indicated above, and many other economic indicators, led to the flight of funding for NPOs out of Namibia.

In many instances funding dried-up completely; to such an extent that, some NPOs were either reducing their activities or closing down. Therefore, Namibian NPOs were left with no choice than to develop the best alternative fundraising strategies to ensure that they do not only perform well, but also focus on their core-business and pursue their

goals and objectives, in line with their missions and visions. This would guarantee their long-term survival, in the face of many challenges engulfing the NPOs such as the global financial crisis, economic recession in Namibia, the re-classification as an upper middle-income country, the downgrading to junk economic status and the increase in the number of NPOs.

Rhoden (2014) stated that the numbers of NPOs that have been registered over the years have increased and this contributed significantly to the reduction in the amount of funding available for NPOs. Similarly, Shuria (2014) and Harir (2015) acknowledged that fundraising is an extremely important component that under-writes, not only the survival of NPOs, but guarantees their subsequent long-term success and sustainability in the long-run. Thus, financial challenges are forcing Namibian NPOs, particularly those in the Khomas Region, to focus on funding issues in order to raise more funds to finance their operations. Therefore, factors influencing the level of fundraising have become vital components for NPOs in the Khomas Region.

The level of funding is very important to any NPO across the globe (Rhoden, 2014). Thus, the focus of this study was to analyse factors influencing the level of fundraising for NPOs in various sectors in the Khomas Region. The intention of this analysis is to explore various fundraising strategies to ensure continuity of NPOs and their long-term sustainability. Recession and political influence in donor source countries was imminent, however many of the local NPOs never saw it coming (IPPR, 2019). This made NPOs more vulnerable to donor-fatigue. During such times as the current global recession, one believes that the revenue generated from external sources such as international donors has been declining significantly, particularly so for Namibia at large.

On the other hand, the appetite and demand for donor funding by local NPOs was significantly higher (Jauch, 2017). This placed most of the NPOs in a very precarious and vulnerable position. As a result of this, many NPOs suffered a decline or drying of donor funding. This syndrome has been commonly known as "... donor fatigue" (Harir, 2015). Other scholar such as Jauch (2017) revealed that many NPOs recounted that government did not provide sufficient funds during the downturn, neither did they step in to replace other sources of revenue that were reduced during the recession. Organisations such as: Namibian Network of AIDS Service Organisations (NANANSO), Forum for the Future (FFF), National Federation for People with Disabilities (NFPD) and National Association of Non-Governmental Organisations Fund (NANGOF) just to mention a few, were desperately struggling for funding (Namibia European Union, 2017). For that reason, some NPOs like New Start Voluntary Counselling and Testing Center, Catholic ADIS Action and Lironga Eparu completely collapsed.

In such desperate times, one believes that the NPOs must come up with alternative fundraising strategies in order to increase their respective levels of funding, so that they can become more economically independent and financially secure from donor-fatigue. NPOs play a vital role in providing a catalyst for community development, political awareness, promoting grassroots activism, youth and women empowerment, political suffrage, rural engagements and creating a voice for the voiceless and the masses (Rhoden, 2014). Since independence in Namibia, NPOs have engaged in commendable work in funding and implementing development programmes and projects in specific and cross-cutting sectors, at local, regional, national and international levels (Shuria,

2014). Thus, their valuable contribution to the national developmental discourse was widely recognized and should never be taken for granted.

1.2 Statement of the Problem

The survival of NPOs in the current global financial crisis has become almost impossible to fore-tell because of the ever-changing business environment. Most NPOs would develop fundraising strategies if not the best alternative fundraising strategies in order to increase the level of funding and sustainability. Existing literature emphasise that the global financial crisis, economic recession, the re-classification of Namibia as an upper middle-income country, the downgrading to junk economic status and the increase in a number of NPOs has reduced the level of funding for NPOs. Robertson, Levey and Crosby (2013) argue that there was a significant decline in the level of funding for NPOs especially for those that rely on funding from their respective governments and global development partners.

Mudezeri (2015) clarified that “the European Union (EU) currently contributes aid to around one hundred and forty (140) developing countries; but of these developing countries those considered as middle income have had their aid cut and channelled to other developing countries considered as least developed” (as cited in Thomas, 2013). According to Bezuidenhout (2017) many NPOs experience a scarcity in resources due to the increase in non-profit organisations and the decrease in donations (as cited in Tabaku and Mersini 2014,). Similarly, Shuria (2014) further stated that the level of funding equally gets reduced due to an increase in the number of NPOs competing for funds from local or international donors.

Although previous studies have examined factors influencing the level of fundraising for the NPOs, most of the studies focused on multinational NPOs. Not so much studies, if any, had been done to specifically examine the Namibian NPOs registered under Section 21 of Company Act, No. 28 of 2004. It is within this context that the study emphasises that there was an urgent need to analyse factors influencing the level of fundraising and methods needed to increase the level of funding for NPOs.

1.3 Objectives of the Study

The main objective of the study was:

To analyze the factors influencing the level of fundraising in Non-Profit Organisations of the Khomas Region of Namibia;

1.3.1 Secondary Objectives

The study was supported by the following specific objectives:

- To identify factors influencing the level of fundraising for NPOs
- To identify the effectiveness of the fundraising strategies for NPOs, and;
- To determine the opportunities and challenges related to fundraising strategies.

1.4 Hypotheses

Ho: There are no factors influencing the level of fundraising for NPOs, and;

Ha: There are factors that have an influence on the level of fundraising for NPOs.

1.5 Significance of the Study

The knowledge generated in this study may considerably contribute to the understanding of factors that influences the level of fundraising for NPOs in Khomas Region and Namibia at large. The study could accordingly be of interest to the following groups: managing directors, chief executive officers, small and medium enterprises, scholars, policy makers, NPOs and donors agencies in view of fundraising strategies to raise more funds. Furthermore, this study is essential in guiding the implementation of the fundraising strategies and coming up with a funding model for the NPOs. Hence, this study is useful for filling the knowledge-gap in the literature on factors influencing the level of fundraising for NPOs in Namibia. The empirical evidence from this study shows that factors such: gender, years of working experience, number of staff members, fundraising procedure, student interns, electronic media, just to list a few; have an influence on the level of fundraising for NPOs.

1.6 Limitation of the Study

The study was limited to NPOs registered under section 21 of companies Act, No 28 of 2004 in Khomas region only. Essentially, the study design has some limitations, given that only NPOs in Khomas Region were studied. Therefore the outcomes of this study cannot be generalized to other public or private organisations in or outside Namibia. The following limitations were also applicable to the study: difficulties in accessing confidential information and challenges in making appointments. However the researcher has consistently followed up with the respondents to ensure that the questionnaires are filled in.

1.7 Delimitation of the Study

This study covered the analysis of factors influencing the level of fundraising and their impact on the level of funding for NPOs in the Khomas Region. This study did not include other organisations which are not NPOs, neither did it cover managerial and/or administrative issues, but only focused on factors influencing the level of fundraising pertinent to NPOs in the Khomas Region.

1.8 Outline of the Study

The study was organised in the following manner:

1.8.1 Chapter One - concentrated on the introduction in which the background of the study, statement of the problem, objectives, limitations, delimitations and significance of the study were discussed.

1.8.2 Chapter Two – this chapter looked at both the theoretical and empirical literature on factors influencing the level of fundraising for NPOs.

1.8.3 Chapter Three – gave a critical outline of the research design and methodology. This covered the research approaches, population, sample, research strategies, and research instruments, sampling strategies, data collection methods and analysis.

1.8.4 Chapter Four - this section gave a detailed summary of the findings, discussion and interpretation of findings. The relationship between the funds (income) raised and the strategies have been estimated using the ordered logit model. The data are presented

in table's format and they were discussed and interpreted to make a meaningful judgment thereafter.

1.8.5 Chapter Five - was a snapshot of the conclusions and recommendations. In this chapter, conclusions and recommendations were drawn from research results, based on the objectives of the study, findings and data analysis.

1.10 Summary

This chapter dealt with the introduction and background of the study, problem statement, research objectives and the research questions. It established the scope and significance of the research being conducted by summarizing the understanding and background about the topic, stating the aim of the study, delimitation, limitations, key definitions and organisations of the study. The next chapter discusses in depth the available literature on factors influencing the level of fundraising for NPOs and find, the link to the research problem and the result gap.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter explains the literature review and empirical analysis of relevant studies pertinent to this study. It also defined key concepts used in this research study and their meanings in line with factors influencing the level of fundraising for NPOs as articulated in the literatures. It further explains how the phenomenon manifests itself in the Namibian context, which has been studied from different perspectives and approaches, and its relevancy to this study.

2.2 Theoretical Review

2.2.1 Understanding of Fundraising

Fundraising in general is such a complex topic that there are hundreds of books, articles, journals and secondary literature that explain the factors influencing the level of fundraising for NPOs (Bricic, 2013). According to Busienei (2017) state that fundraising refers to requesting donations from those individuals, corporations, government, local and international donor agencies who are willing to make contributions in support of the institutional development of the organisations. Therefore, one believes that those donations and sponsors will help the NPOs to increase their level of funding to finance their operations.

Furthermore, Busienei (2017) spells out that fundraising also refers to increasing equity, whether by building infrastructure or building up an endowment fund. Hence, it is imperative for NPOs to develop a coherent fundraising plan to address the challenges and best promote the mission of the organisations.

Viravaidya & Hayssen (2011) state that traditionally, NPOs rely on the goodwill and generosity of development partners to cover the costs of their activities through grants and donations. Nonetheless in the contemporary world, such traditional funding sources are often insufficient to meet the growing needs and rising costs (Harir, 2015). In addition, restrictions imposed on many grants and donations, along with the uncertainty of these funds over time, make it difficult for NPOs to do long-term planning, improve their services or reach their full potential (Rhoden, 2014). The existing literatures further suggest that some institutions will go as far as appointing a fundraising consultant to initiate innovative ways to raise funds. According to O'Keane et al. (2012) raising money is often one of the most challenging issue that many, if not all of the NPOs, are facing on a day to day basis. Arguably, one can state that raising funds for the improvement of the operations and development of your NPOs require suitable fundraising strategies. A rock-solid fundraising plan is the first step that NPOs needs to identify in pursuit of such remedial intervention strategies. The strategy should, therefore, entail such things as the objectives, programs, processes, tactics and timelines, and by so doing, it will help the organisations to meet and even exceed its financial targets (Rhoden, 2014).

For that motive, various scholars were of the view that fundraising strategies are tremendously significant, and should be adapted to each organisation's five-year strategic plan. A report from NPC (2018) explains that due to the current economic recession in the country, for the last three years were driven by significant declines in sectors such as construction, manufacturing, wholesale, retail, international trade, and utility, fishing, agriculture, hotels and restaurants sectors among others, which have been

pre-dominantly key growth drivers of the economy. Given the significant declines in those sectors mentioned above that normally contribute significantly to government revenue, it became difficult for government to give subsidies and support to NPOs in the country.

2.3 Factors influencing the level of fundraising

2.3.1 Global Economic Crisis

A report from the United Nations Development Programme (UNDP) (2010, p. 1) emphasis that the “current global financial and economic crisis has clearly demonstrated that, through international trade and financial transactions, countries of the world have become so integrated that an economic crisis in one economy, especially a big world economy, is likely to affect many other economies”. Furthermore, Obstfeld, Cho and Mason (2014, p. 131) argues that one of the interesting aspects of the current financial crisis started in the United States and it spread to Europe by way of problematic results on the books of European banks and then by the freeze in credit markets in the wake of the Lehman Brothers and the Greek bankruptcy.

Moreover, Kates (2011, p. 1) asserts that the Global Financial Crisis (GFC) has come and gone, leaving behind a trail of mutilation and devastation that will take many years to repair. Ever since then, the global economy experienced an almost total breakdown of the financial and credit creation system and claim. The finding from Bezuidenhout (2017) shows that the majority of participants indicated that the economic situation locally and internationally was one of the main reasons for the funding challenges of NPOs. The participants opined that the cause of the decrease in funding by individuals, companies and international agencies was caused by the GFC. Therefore, the economic

situation in Namibia was one of the main reasons for the funding challenges that the NPOs are experiencing.

Kates (2011) further explain that nonetheless the financial crisis had departed and receded into history, as a result the recession had left the economy significantly worse off than it had been before, with higher levels of unemployment, less robust growth, public debt has increased and the future seems less secure for Namibia. As a result of the recessionary pressures from 2016 to 2019, the Namibian economy is significantly worse off such employment levels declined significantly, retrenchment of employees from various industries more than quadrupled, public debt sky-rocketed (Namibia Statistics Agency, 2019). As companies and individuals tightened their belts, this meant that there were less funds made available to NPOs, from individuals, government and private sectors (Namibia Statistic Agency, 2019). Furthermore, a report from Bank of Namibia (2018, p.3) state that “After gaining momentum in 2017, global economic growth is estimated to have weakened slightly in 2018”. A report from UNDP (2010) stresses that the global financial crisis has exposed vital defects in the working of the global economic and market structures, and served as a symbolic of how the world and its risks are highly interrelated.

NPC (2018) reported that the effect of GFC on the Namibian economy had an adverse and precarious influence on the Namibian NPOs, to the extent that they were forced to reduce their operational activities. Hence, this put at risk the livelihoods and the well-being of the most disadvantaged and vulnerable members of society. Although the world economic recession begun in 2008, Namibia only begun to feel the pain of this recession in 2016,2017,2018 and even worse in 2019, owing to many development partners

pulling-out and divesting from Namibia, citing the re-classification of Namibia as an upper middle income country (Obstfeld, Cho and Mason, 2014). Duca, Muellbauer & Murphy (2010) state that a crisis that began in a small segment of the United States of America's (USA) resulted in the spillover of housing market to the global financial system.

As a result, this donor fatigue resulted in many NPOs losing their funding from their long-time development partners such as USAID, Global Fund, EU, and ICEDA, just to mention few. It is against this background that it was important to carry out a study and analyze factors influencing the level of fundraising for NPOs and to mobilize funding options for NPOs in Namibia. The Government of the Republic of Namibia (GRN), found it challenging to continue giving subsidies to NPOs in the country, simply because its revenue base had shrunk and declined sharply over the same period under review (Marsden, 2017). Thus, the Namibian NPOs needed to be motivated to come up with the best if not alternative fundraising strategies to enable them to increase the level of funding and guarantee sustainability in the long-term.

2.3.2 Economic Recession

“Given that Namibia is a very open economy, with domestic production geared towards export markets and domestic consumption being heavily dependent on imports, it is one of those developing economies that are very highly vulnerable to external economic shocks” (UNDP, p.2. 2010). It is therefore essential to understand the source, the scope as well as the impact of the current economic crisis in order to institute the links between the economic crisis and adverse improvements.

The report from USAID (2018) states that since 2015 the Namibian government has faced serious fiscal challenges and that the national economy remained in recession over the last three years. As a result, many public works and infrastructure projects were put on hold due to funding deficits. Unemployment spiked-up significantly to thirty-four percent (34%) from twenty-two percent (22%). Several thousands of industrial workers lost their jobs (Namibia Statistics Agency, 2019). This put in jeopardy the sustainability of funding levels for most Namibian NPOs, particularly in the Khomas Region, because they often received funding from some of those individuals and corporates. The report further explained that the financial viability of NPOs was worsened significantly as foreign donors continued to withdraw funding for various reasons.

A report from UNDP (2010) observed that the economic recession in Namibia, came at the wrong time, due to the fact the timing was coincidental and too bad, at a time when development partners were closing shop and many of the NPOs were left miserable and exposed to serious financial risks. All firms and organisations were tightening their budgets and spending habits. They withdrew funding from non-core activities. Furthermore, corporations experienced reductions in their profit margins. The argument in the NPC report are perhaps best articulated in a publication by Gebreselassie-Hagos and Smit (2013) who postulated that the NPO sector would suffer significantly as corporates, donors and philanthropists typically contribute less during economic downturns.

The Namibian NPOs are the cornerstone of Namibian society, as government alone cannot address all societal needs and challenges (NPC, 2018). Their contributions particularly, to social support services are necessity for the betterment of the Namibia

society. One believes that the NPOs can provide various basic services, mainly in the social, educational and health sectors, and therefore, factors influencing the level of fundraising cannot be ignored. The recent economic recession has threatened the sustainability of the Namibian NPO sector, at a time when their services were already in high demand, and yet, the sources of funds from government, corporates and individuals toward NPOs were diminishing (Bank of Namibia, 2019). Meanwhile, Namibia was down-graded to junk economic status by Fitch and Mood's rating agencies (NPC, 2018). This saw capital flight from Namibia to other destinations considered investment friendly by capital and stock owners.

Since most of the NPOs were dependent more on the international donors, their funds were most affected by the economic recession, as international sources of funding reduced or withdrew funding subsequently. This was also confirmed by (Bank of Namibia, 2019) which observed that Namibian NPOs did experience budgetary crisis as government, international donor agencies, corporates and private donors all donated less and/or even cancelled their usual donor funds toward local NPOs. Similarly, Raid (2009) reported a drop in corporate giving and noted that lower profits made it tougher to raise funds from the corporate world in 2018 and even worse in 2019. It became so difficult for NPOs to receive corporate and social obligations from corporates and individuals. Therefore, most of the NPOs in the Khomas region were bound to reduce their operational activities due to fewer funds from individual, corporate and the Government. Some NPOs in the Khomas region either closes their doors to communities or reduced their operational activities because of poor funding support (NPC, 2018).

2.3.3 Re-classification of Namibia to an Upper Middle Income (UMI) country

Namibia was re-classified as an Upper Middle-Income country in 2010 (World Bank Group, 2010, Mudezeri, 2015). This brought a decrease in the funding from local as well as international donor agencies. This shift in status did affect the NPOs financially due to the reduction of funding from international donor agencies. As a result, this negatively affected donors funding for NPOs (Mudezeri, 2015). Despite its status as an upper middle income country, Namibia remains one of the world's poorest countries, with vast income disparities between the rich and the poor.

The reductions from international donor agencies was as well supported by Robertson, Levey and Crosby (2013), who stated that the Namibia's NPOs did face a sharp reduction in external donor funding due to the country's being re-classified as an upper middle income country. This decline may prompt NPOs to seek out alternative revenue streams to in order to remain competitive in the market and to ensure the continuation of their services. At the same time, this means that NPOs in Namibia were now pressed to come up with alternative fundraising strategies and tactics to ensure their continued operations (Pezzullo & Rice 2001). This might actually result in re-structuring of programmes, retrenchments of employees and closure of some organisations in the absence of alternative funding sources.

Thus, this has necessitated and prompted most of the NPOs to develop fundraising strategies to increase level of funding to maintain their programmes and seek financial sustainability in the long-run (Obstfeld, Cho and Mason, 2014,). For instance, as result of Namibia being rated as an upper middle-income country, some NPO's such as the

New Start Centre (NSC), the Catholic Aids Action (CAA) had to close their doors (Robertson, Levey and Crosby, 2013). One concurs with the scholar that the organisations such as NANASO, FFF, Human Rights Watch and Lironga Eparu were hard hit by the withdrawal of funding by donors agencies.

2.3.4 Downgrading to Junk Economic Status

Both internal and external borrowing became very expensive (Bank of Namibia, 2019). Debt levels were rising unsustainably and economic growth was stunted. LaBrosse, Olivares-Caminal and Singh (2013, p.21) speculate that credit-rating agencies and external auditors should be viewed as information intermediaries, who play an important role and have greater influence on capital flows globally. Schlettwein (2019) explain that a decision to downgrade a country or re-evaluate a country status has huge effects on economic well-being and future on that country in the long-term future. NPC (2018) reported that after the downgrading of Namibia to junk economic status, Namibians could no longer cope to leave the standard of life they have been living before. Every facet of life and business was now unbearable. Furthermore a report from the World Bank Group (WBG, 2010), state that there were little or no capital flows into Namibia and one believe that most of the funding channels and options ran dry. Namibia is now officially in a depression and economic stagnation (NPC, 2018). Donor fatigue and donor flight was rife in the country. Funding for most NPOs in the country was terminated and/or funding mechanisms were reviewed downwards.

2.3.5 The Increase in Number of NPOs

Bezuidenhout (2017) asserts that “there has been an increase in the number of NPOs globally” (as cited in Ito & Pilot, 2015:1). Although the history of the NPOs sector in Namibia dates back to the colonial era, a large and vibrant NPOs sector emerged in the aftermath of independence in 1990 (Obstfeld, Cho and Mason, 2014). Shortly after independence a number of NPOs emerged in an effort to, amongst others, ensure social justice in the Namibian society.

Many of the NPOs were receiving funding from the state, corporates and international community, in order to fulfill their mandate and offer services on behalf of government in return for financial assistance in the form of subsidies. With rising economic misfortunes and financial difficulties across the globe, financial support for NPOs started dwindling and diminishing, year-on-year (WBG, 2010). NPOs were the most affected entities as all organisations began tightening the belts with passage of time.

As economic head-winds worsened, austerity measures got worse each year, and therefore, NPOs were on the receiving-end of the negative economic outlook (Kates, 2011). Notwithstanding, the increase in the number of NPOs significantly reduced the level of funding per capita. This was because funding was now diminishing spread over all the NPOs who were competing for the same dollar (Kates, 2011). This raised the competition among the NPOs, instead of co-operation (Rhoden, 2014). This puts the emerging NGOs under immense pressure to prove themselves to international donors of their capability to manage resources and sustainability, in the face of declining global aid, donor fatigue and waning government fortunes (Batti, 2014).

2.4 Measures adopted by NPOs in response to reduced funding

Rhoden (2014) believes that hard-hitting times lead to tough choices and painful scenarios. Nevertheless, there is a Chinese proverb which says “*tough time kills and difficult seasons should be treated as an opportunity, rather than a misfortune*” (United Nations Agencies, 2018). Therefore, one believes that organisations, corporates and, individuals should learn to embrace challenges as opportunities, so that they will emerge stronger and smarter from the economic downturn. On the other hand, one believe that the organizations that are experiencing economic slumps need to be innovative to come up with alternative fundraising strategies in order to increase the level of funding and enable them to address the shortfalls that they experience and guarantee them a long term survival.

The finding from this study indicate that some of the measures adopted by NPOs includes reaching out to new sources of funding, hiring of qualified consultants, grant proposal writing and fundraiser. Furthermore other strategies developed by NPOs to cope in difficult times includes; retention strategies by offering more competitive salaries, increased collaboration and partnership in sharing space and services to reduce costs. Lastly NPOs also make use of volunteers and student interns, and come up with some austerity measures to ensure more efficient use of resources and increased financial accountability and transparency.

Understandably, many NPOs rose to the occasion in an attempt to remedy their financial position caused by reduced level of funding as result caused by a number of factors. In most cases many NPOs intensified their focus in response to dwindling sources of income to enable them to finance their operation. This is perhaps in line with a statement

issued by the Namibian minister of finance Honorable Calle Schlettwein that NPOs need to identify new funding models, reduce the travelling, revise funding strategies and establish new partnerships with other organisations (Schlettwein, 2019). Worldwide most NPOs, did implement the following measures to cope with reduced funding through: reduction of fringe benefits, modification of staff costs by cutting positions, reduction of staff hours, replacement of full-time staff with part-time staff and interns, freezing salary increases and vacant posts, and salary cuts their actions adopted included outsourcing, cancelling special events and re-negotiating contracts (Gebreselassie-Hagos & Smith, 2013).

Consequently, NPOs in the Khomas Region can learn from sister NPOs in other parts of the world with regard to best international practices to mitigate the impact of reduced funding. However, Rhoden (2014), argues that the best practice strategies that NPOs can benefit from are: reductions in administration, staffing and programme costs, adoption of appropriate strategies, use of IT, funding from wealthy individuals and stable organisations can enabled them to survive the negative consequences of the reduced funding.

A study done by Gebreselassie-Hagos & Smith (2013) highlights that the NPOs in North America adopted a number of strategies in order to cope with reduced funding. These are: supporting more people with the same staffing level, increasing fundraising efforts, applying for funding from another funding source, increased use of volunteers, using agency reserves to cover programme hours, reducing professional development resources, engaging in new partnerships, increased unpaid management overtime and reducing agency administrative support or systems (as cited in Social Planning Network

of Ontario (SPNO) 2009). Hence, Namibian NPOs can also benchmark these global best practices. Other fundraising strategies that the NPOs can adopted include, but not limited to: expansion of programme staff time and service hours, more funds from private sectors to expand programmes and the re-allocation of agency administrative funds to expand programs (Gebreselassie-Hagos & Smith, 2013).

An analysis of the Namibian literature indicate that even under the current economic circumstances a few NPOs in the Khomas Region continue using traditional fundraising strategies to raise fund. However, there are some NPOs that have initiated new strategies to mitigate the impact of the current economic hardship such as: reallocation of administrative resources, usage of student interns, redirecting of funds between programmes and increase of volunteer hours. Undoubtedly, many of the measures adopted strengthened organisations in such a way that they are now better placed to weather the storm of the current economic hardship.

2.5 The significance of effective fundraising strategies for NPOs

While some other organisations achieved effectively by attracting philanthropic support, many are still struggling to succeed as far the fundraising strategies are concern. According to Scott (2014) the concept of what distinguishes and drives successful fundraising, such as those who suggest that successful fundraising is more than collecting money (as cited in Rosso and Tempel, 2003). Fundraising strategies provide the realistic bottom-line of what has to be done to raise the funds prior to being able to achieve all of the ambitious programme goals. Bath *et al.*, (2011, p. 30) clarify that all strategic plans including fundraising strategies address three critical questions such as:

Where are we now? Where do we want to be? How do we get there? Thus, Kaplan and Norton (2018), suggest that strategic and fundraising plans are roadmaps to the success of an organisation. Hence, all planning takes time and energy. Nevertheless, a fundraising strategy ties the strategic plan to the ability to actually implement it (Salamon *et al.*, 2013).

According to Rugendyke, (2007, p. 169) states that several NPOs produces materials designed to attract companies to support them in fundraising and encourage corporate to donate. Marsden (2007) has recommended that the best fundraising strategy was to appoint a fundraising consultant who has the experience in raising funds. Longfield (2012), acknowledge that contemporary fundraising landscape is quite complex and changes quickly. However, it was observed that most NPOs never follow the best fundraising practices, particularly so in Khomas Region. Marsden (2007) emphasized the importance of “*thank you calls*” and “*letters or certificates of appreciation.*” Donors feel significantly more valued and reward the organisation with increased loyalty and money. In fact, there is a direct relationship between “*thank-you calls*” and the following year’s giving. Donors who received thank-you calls give more the following year. Braiterman (2012) identified the best fundraising strategies for NPOs in order to increase the level of funding such as: a successful peer-to-peer fundraising strategies, online use and e-communications, standardized tracking and reporting, create a recognition program, public collections, door-to-door or street fundraising.

Phillips, Belden and Pinder (2004), states that by developing a careful funding strategy that is well integrated into the organisation’s larger strategic planning process, NPOs

need to follow the following critical steps in order to become an effective fundraiser. These include having: a successful fundraising strategy and having a business plan in place, from which a fundraising plan can be developed. One believes that NPOs will benefit from developing a simple fundraising strategy that matches its funding needs with available resources. For the NPOs to maximize the level of funding, Longfield (2012) believes that they need to plan the fundraising more effectively by bearing in mind the maximum and minimum of how much they want to raise. Thus, effectiveness of fundraising strategies should incorporate the timeframe of when to start and end the fundraising activities. In the same breadth, McLaughlin (2012), have identified five proven effective fundraising strategies that can help make the events fundraising successful:

- Embrace all the stakeholders in your organisation and they should be properly and officially assigned to a suitable staff member within the organisation;
- Subsequently the invitations are sent, the allocated staff member will be communicated and personally invite them to the event;
- Improve a fundraising strategy of engagement towards the stakeholders and link them to the board members;
- Categorise the donors into classifications such as: Platinum, Gold, Silver, Bronze, Patrons, Friends, Partners and supporters,
- Identify whether the new friends are qualified as a major prospect or simply a loyal supporter to the organisation;

McLaughlin (2012) further states that as an organisation, without a fundraising strategy of engagement towards the potential donors / sponsors, your events could become

simply a line item. Scott (2014, p. 16) state that “successful fundraising requires strong organisational support and a commitment of resources, primarily being focused on donor interests rather than the needs of the organisation”. Hence, one believes that if the fundraising strategies is successful implemented it will help the organisations to become effective in terms of level of funding. Scott (2014) identified two model theories of fundraising effectiveness that stand out as thought contenders, providing input from different perspectives, and are discussed separately below:

2.5.1 Strategies to Increase Funding for NPOs

According to Raid (2009), a fundraising strategy should be incorporated into the organisation’s business and strategic plans. Morrone (2016) argue that in order for the organisation to increase its level of funding, it must consistently communicate its value in order to remain viable and relevant. Morrone (2016) identified the following strategies which can help an organisation to increase its funding:

- ❖ Develop a plan to attract donors and sponsors using social media platforms
- ❖ Point out accomplishments in a regular communication with donors and stakeholders
- ❖ Highlight the organisation’s staunch focus on measuring outcomes and their achievement

Therefore, initiatives are constructed around well-developed strategies for organisational development, focused on the long-term goals. Having a resilient and vibrant funding strategy will increase the likelihood of raising more funds due to the facts that it will provide NPOs with a framework of plans and actions to be followed (Kates, 2011).

Nonetheless, it is widely believed that fundraising strategies such as hiring a qualified consultants, direct solicitation to donors, peer-to-peer fundraising and online fundraising strategies normally increases of funding for the NPOs (Marsden, 2007, Longfield, 2012 Braiterman, 2012). Gebreselassie-Hagos & Smit (2013) stated that when thinking about fundraising strategies, it was of paramount importance to think long-term plan. Thus, one believes a successful organization in terms of fundraising starts with a with a long term fundraising strategy, which should help to recognize what funds will be required in order to reach a fundraising objective. NPO funding can be classified as restricted or unrestricted, short term and/or long-term funds (Kates, 2011).

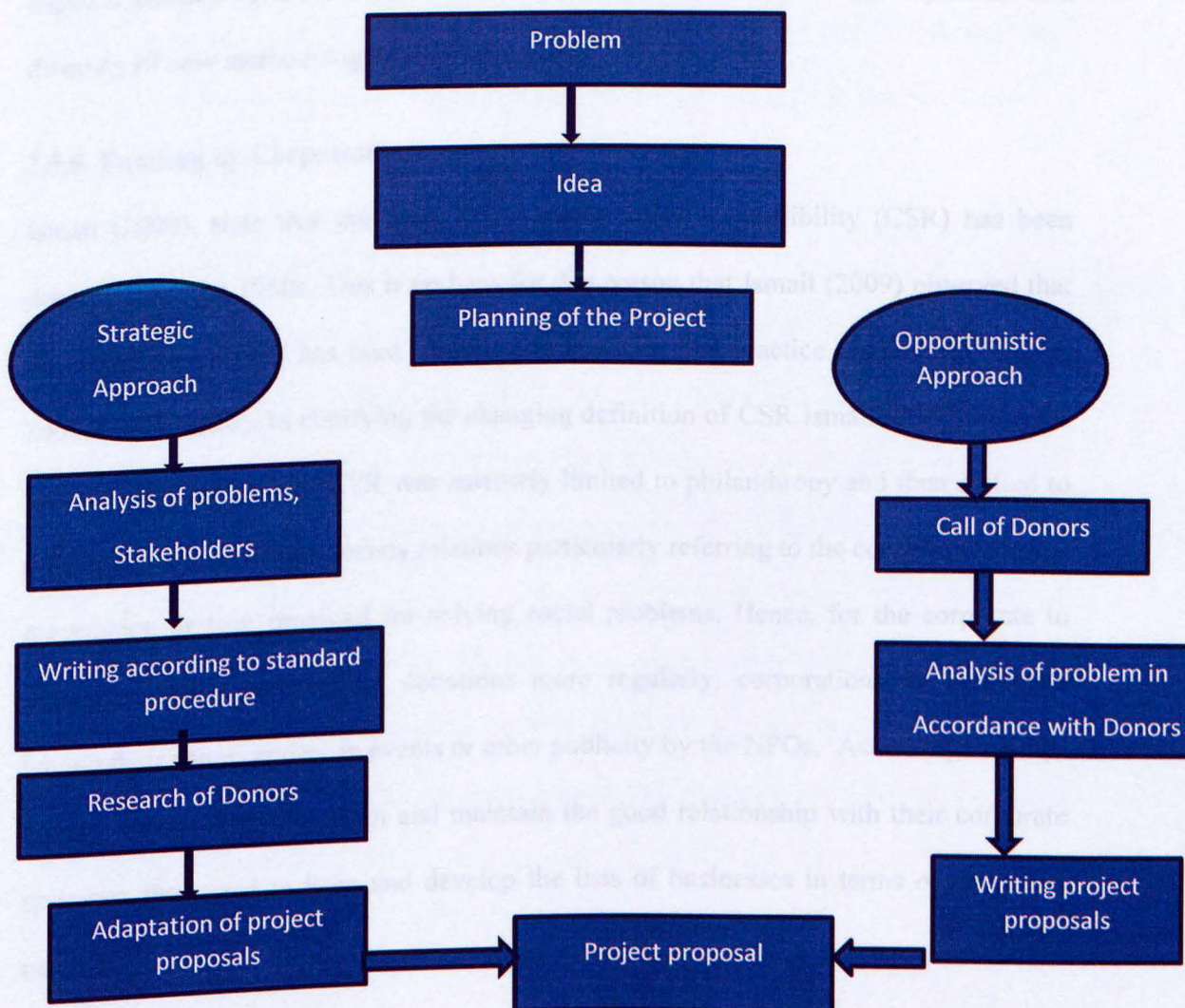
2.5.2 Unrestricted and Restricted Income

Most of the NPOs can earn more income through providing key programme-related services and capitalizing on an asset they own such as an office. A report from The University of Texas System (n.d) explains that unrestricted funds include all funds received for which a donor or other external agency has not specified an expense purpose. Whilst Restricted Current Funds are available for financing operations but are limited by donors and other external agencies to specific purposes, programs, departments, or schools. Rhoden (2014) said that NPOs also can earn extra incomes that are considered as unrestricted income. Such revenue has more advantages towards their day to day operations activities. Hence, one believes that unrestricted income such activities may include but not limited to consulting services in core competencies, office sub-letting, fund investments, ticket sales, t-shirt sales, music festivals, safari tours, just to mention, but a few.

2.5.3 The Concept of Funding

Funding plays a very significant role in any organisations. Therefore, it should be highlighted that financial management comprises planning, organizing, controlling and monitoring the organisation's monetary incomes to attain its purposes. As from Bricic (2013) explain that in order to increase the level of funding, there are two main vital ways of fundraising: Opportunistic and strategic (as cited in UNDP, 2006, p. 6).

Figure 2.1: Diagram of different approach in planning / writing project proposal



Sources: Bricic, 2013 (As cited in Bricic, Draganic, Sehovic & E. Pulic, Handbook for Non- Government Organisation, 2006, p. 7)

2.5.4 Funding by Government

Most NPOs in developing countries rely on government for funding. Therefore government plays an important role influencing the functioning and funding of NPOs (Bricic, 2013). According to Poole (2014, p. 21) “the single most important source of funds for the majority of NPOs is bilateral funding from Government donors and regional entities” Therefore one believes that the bilateral donors can capitalize in a diversity of new methodologies and instruments.

2.5.5. Funding by Corporates

Ismail (2009), state that the issue of corporate social responsibility (CSR) has been debated since the 1950s. This is perhaps for this reason that Ismail (2009) observed that the definition of CSR has been changing in meaning and practice (as cited in Secchi, 2007 & Lee, 2008). In clarifying the changing definition of CSR Ismail (2009) explains that the classical view of CSR was narrowly limited to philanthropy and then shifted to the emphasis on business-society relations particularly referring to the contribution that a corporation or firm provided for solving social problems. Hence, for the corporate to donate monetary and in-kind donations more regularly, corporations do appreciate having their names appear in events or other publicity by the NPOs. According to Kates (2011), for the NPOs to retain and maintain the good relationship with their corporate sponsors, they need to keep and develop the lists of businesses in terms of donations received.

For this reason it is commendable for NPOs to target companies with good reputation for generosity and who have given sponsorship the other NPOs before. NPOs need to identify corporations that are connected to their board members or other close networks that are interested in linking their name for marketing purposes (Salamon *et al.*, 2013). A report from PricewaterhouseCoopers (“PwC”) (2016) state that some corporates prefer the benefit of receiving a donation certificate from NPOs and a lot of entities make donations as part of their CSR programs or provide assistance in form of donations where a need arises. Hence, the NPOs must register with the ministry of Inland Revenue in terms of section 17(1)(s) of the Income Tax Act, 1981 (Act 24 of 1981) so that they can benefits from donation certificate to allows for the deduction from taxable income of amounts donated.

2.5.6 Funding by Individuals

There are many benefits associated with obtaining funds from individuals (Bath *et al.*, 2011). Acknowledging the importance obtaining funds from individuals Bricic (2013) state that individuals are much more flexible and spontaneous in donating money than businesses, governments and foundations (as cited in UMCOR, 2005, p. 23). If you decide to target several audiences, you need to consider a wider array of communications methods and tools. Therefore, to motivate people to act, not just to be aware, other communications vehicles were needed, as media alone was not always sufficient to get people to make a corporate or personal commitment” (Pezzullo & Rice, p. 14. 2001).

Bath *et al.*, (2011, p.26) states that “many organisations across the globe manage individual donor programmes from memberships, annual appeals as well as web site

giving opportunities". The scholars did identify the successful approaches include, but are not limited to:

- Gifts like calendars, coffee table, books, and invitations to special events.
- Giving gifts to NPOs in "wills" and through "estate planning" is now one of the major sources of NGO funding internationally

Successfully retaining individual donors for repeated giving requires serious staff dedication and time to follow up with the individual, ensure they stay engaged and provide the newsletters, emails, updates and emotional connection that keep people giving. Meanwhile, Salamon *et al.*, (2013), noted that it was always much easier to renew existing memberships and individual donors than to recruit new ones. On the other hand, Gebreselassie-Hagos & Smit (2013) argues that the larger the donation, the more face-to-face time will be needed. The scholars continue to explain that the philanthropists are identified; greater energy is required, with telephone conversations, one-on-one meetings, receptions, field trips, special invitations and interactions. Hence, Namibian NPOs need to learn from international NPOs on how to collect more funds from individuals and corporates donors alike.

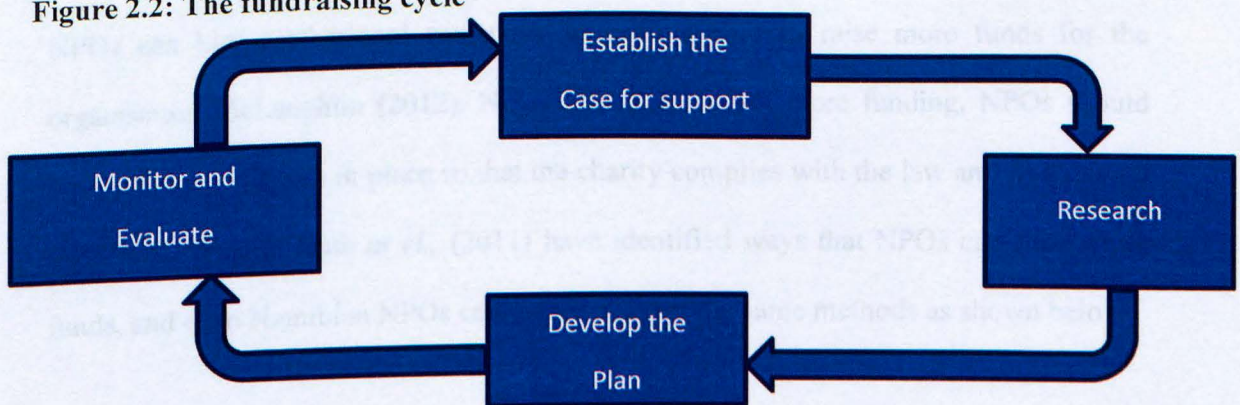
2.5.7 Who needs to be involved in the Fundraising Strategies?

According to McLaughlin (2012), individual donors are the most reliable and consistent source of income and support for NPOs organisations. Therefore they should be the center of NPOs core fundraising strategies. It is within this context that Rhoden (2014) proposed a stakeholder approach to NPOs fundraising. In Rhoden's words "everybody who is part and parcel of the organisation has to be on board as far as the fundraising

strategies are concerned". Building the team is considered to be an effective fundraising strategy that includes ensuring each person and firm was familiar with the mission and vision of your organisation.

Additionally, the staff and board members their roles and duties must be clear enough to sponsors and donors. Everyone in the organisations, including the board members should be assigned to a specific donor, outreach, and follow up on the pledges and/or donations. Therefore, these models below are examples of choices that organisations made when deciding their funding model (Scott, 2014). Bricic (2013) stated that in order for the organisation to have effective fundraising strategies the people that are involve in raising funds for the organisation they need to have an understanding of the fundraising cycle in below. The figure below portrays the fundraising cycle with four major elements.

Figure 2.2: The fundraising cycle



Source: Bricic (2013) as cited in Source Alliance, an introduction to resources mobilization, 2007 p. 21.

Table 2.1: 10 Non- Profit Funding Models

Model name	Funding source	Tactical tools
Heartfelt Connector	Individuals	Special events, direct mail, corporate sponsorship
Beneficiary Builder	Individuals	Fees, major gifts.
Member Motivator	Individuals	Membership fees, special events, major gifts, direct mail
Big Bettor	Individuals or foundations	Major gifts
Public Provider	Government	Government contracts
Policy Innovator	Government	Legislative appropriation or earmark, executive earmark, government pilot project
Beneficiary Broker	Government	Government reimbursement
Resource Recycler	Corporate	In-kind giving
Market Maker	Mixed	Fees, major gifts (corporate or individual)
Local Nationalizer	Mixed	Major gifts, special events

Source: Scott: 2014 (cited in Foster et al., 2009, p. 37)

2.5.8 How can NPOs raise more funds?

NPOs can hire professional consultant as a fundraiser to raise more funds for the organisation McLaughlin (2012). Nevertheless, to attract more funding, NPOs should have effective systems in place so that the charity complies with the law and fundraising legal requirements. Bath *et al.*, (2011) have identified ways that NPOs can raise more funds, and even Namibian NPOs can apply or learn the same methods as shown below:

- Set up an online donation system;
- Set up a reward program for sponsors and supporters;
- Group them into different categories such as Platinum, Gold, Silver and Bronze;

- Set up annual fundraising events such as Golf day, Health walk, Cycling race and the proceeds going to the fund;
- Enter partnership with air lines such Air Namibia and South African Air lines for free tickets;

According to Kates (2011), the following are considered to be the six (6) principles in fundraising strategies for NPOs:

- **Planning effectively** - set-out, agree and monitor your approach to fundraising;
- **Supervise your fundraisers** - establish a system to oversee your fundraising methods and fundraising carried out on behalf of the charity;
- **Protect your charity** - make sure there is strong management of your assets and resources;
- **Comply with the fundraising laws and regulations** - in particular in areas such as data protection and licensing laws;
- **Follow recognized fundraising standards** - the Code of Fundraising Practice outlines the legal rules that apply to fundraising, and;
- **Be open and accountable** - make sure your charity is well run and you comply with the statutory accounting and reporting requirements.

This study has observed that Namibian NPOs did not put into practice the six principles above and this could be the attributing factor as to why the level of funding was declining among Namibians NPOs.

2.6 The opportunities and challenges related to fundraising strategies

2.6.1 SWOC Analysis Technique

SWOC is an acronym for Strengths, Weaknesses, Opportunities and Challenges. By definition, Strengths (S) and Weaknesses (W) are considered to be internal factors within an organisation that have some measure of control. Similarly, by definition, Opportunities (O) and Challenges (C) are considered to be external factors over which the organisations have fundamentally no control (Aithal & Kumar, 2015, Kaplan & Norton, 2018). The scholars further state that SWOC analysis is the key purpose to recognize the strategies that will create a firm specific business model that will best align an organisation's resources and capabilities to the requirements of the environment in which the firm operates.

2.6.2 SWOC Categories

According to Porter (2010), a SWOC analysis groups key pieces of information into two main categories namely: (i). Internal Factors, (ii). External Factors;

2.6.3 Internal Factors – Strengths and Weaknesses

According to Longfield (2012), there were many strengths and weaknesses are associated with each fundraising strategy approach that NPOs may use to source different types of funding for their programmes and activities. These forces denote strengths and weaknesses. Strengths and weaknesses are internal and specific to the organisation. They are pertinent, unique to NPO, depends on your inside issues and conditions under which the organisation is operating. Nonetheless, internal issues may differ greatly from one NPO to another.

According to Porter (2010), the strengths are positive characteristics in the internal business environment which can be capitalised on to increase the overall organisational performance. The weaknesses are factors of the internal operational environment which may restrict and interfere with the positive organisational performance. As observed by Kaplan and Norton (2018), the internal environment factors of NPOs include finance, programmes, research and development, experience, goodwill, processes, systems, facilities, budgeting, fundraising, just to mention, but a few.

2.6.4 External Factors – Opportunities and Challenges

According to Murphy (2017, p. 4) explain that “fundraising is an externally focused activity, and as such it’s important that your fundraising strategy analyses your external operating environment”. The scholar further state that there are a number of different models that can help support this analysis, this toolkit focuses on two, namely: A SWOC analysis and Political, Economic, Social, and Technological (PEST). Jonker and William (2018), suggest the following as some of the challenges NPOs face when raising funds: organisation growth, revenue, funding and fundraising concerns, staffing and volunteer challenges, technology and software concerns, membership and recruitment, risk management, leadership and board members, budget and cost, fraud and cyber-crime, recruitment and retention, managing the charity's finances, minimizing the VAT burden, shrinking help from the government, stable income and accurate budgeting, pressure to show results, not running it like a business, attracting the right staff with limited resources and increase in need for services.

These forces denote opportunities and challenges (Kaplan and Norton, 2018). Opportunities and challenges are presented and imposed on NPOs by the external

operational environment. They operate from without and outside the ambits of the NPOs. The individual NPOs do not have any control over these forces or factors. They are forces which operate across the NPOs sector and are global in nature, regardless of any given situation in any one or all NPOs grouped together. They are systematic and uniform to all organisations across the industries and world-wide. They are called systematic risk (Niven & Ben, 2016), because they exert pressure on all organisations at once and systemically. Many nonprofits call their planned giving campaign a “*Legacy Society*.” People are quite interested in leaving a legacy in an area they care about deeply (Longfield, 2012).

2.7 Empirical literature

Ali (2012) examined factors affecting financial sustainability of NPOs in Kenya. The study employed exploratory research design. Stratified proportionate random sampling technique was used to select Sixty Seven (67) respondents. The study used the questionnaires for primary data collection. The study employed quantitative data to analyse both descriptive and inferential analysis. The study found that local donor’s relationship contribute most to financial sustainability of NPOs followed by strategic financial management then income diversification while own income generation contributed the least to financial sustainability of NPOs. The study recommends that in order to ensure that the NPOs remain sustainable; they should procure employees that are competent in strategic planning, plan implementation and financial analysis. The study recommend that management they should maintain a good relationship with both local and international donors.

A further study by Mbuya & Asodo (2018) focused on the financial sustainability and the increase in number for NPOs in Kenya yearly; most of them depend on foreign donations. The study sought to establish the relationship between donor funding and financial sustainability. Correlation research design was used as the principal research methodology for the study. The target population was one hundred and forty six (146) NPOs that were actively engaged in development projects in Kenya. The respondents were NPO management and volunteers. The study employed stratified sampling technique. A sample size of Sixty (60) respondents was selected using Nassiuma's 2000 model. Data collected was analysed using descriptive and inferential statistics. Test re-test was done to establish the reliability of instruments results; 95% level of significance was used to test the hypothesis. The findings of the study showed that there was a positive correlation between donor funding and financial sustainability of the NPO's in Kenya. Improved financial sustainability could be achieved as a result of diversifying sources of funds, retaining qualified staff and improving governance practices and organizational capacity. Therefore, it was recommended that NPOs should limit overdependence on donor funds and indeed focus on establishing income generating activities and venture into multiple sources of funds for their projects; this would improve their financial sustainability.

Wachira (2016) carried out a study to investigate the local NPOs in developing countries experience sustainability challenges that make them close down after few months of operation due to financial challenges. The study sought to determine the factors affecting financial sustainability of local NPOs in Kenya. The study was based on survey research design. The target population of the study was local NPOs in Kiambu County. The target

population was thirty eight (38) local NPOs in Kiambu County. The study sampled 38 local NPOs. Purposive sampling was used to select five (5) employees from each NPO giving a sample of one hundred and ninety (190) respondents. The study was based on primary data. The data was collected through a structured questionnaire. Content validity index (C.V.I) was used to establish whether the questionnaire measured what it was to measure. Test-retest reliability was done where cronbach's Alpha was used to measure of reliability. Both descriptive and inferential statistics were used in analysis of the data. The data was presented through tables, pie charts and graphs. The study found that the respondents indicated that donor relationship management, income diversification, financial management and management competence affected financial sustainability of their firms. The study concludes that donor relationship management, income diversification, financial management and management competence positively affect financial sustainability of local NPOs in Kiambu County. The study recommends management training, adoption of proper financial management practices and establishment of income generating projects.

An empirical study conducted by Brown (2019) to investigate many leaders of NPOs lack strategies to build and maintain a financially sustainable organization to continue providing vital social services. The study was to explore the financial strategies some NPO leaders used to maintain financial sustainability during general economic downturns. Five purposively selected leaders of NPOs in United State of America participated in the study. The resource dependency theory and the change management theory were the conceptual frameworks that guided the study. Data were collected from face-to-face, telephone interviews and a review of company documentation. Member

checking was conducted with participants and data triangulation occurred with an analysis of organization documents that reinforced the validity of the findings. Data were analysed using Yin's 5- step process of coding of participants' responses, including examining, categorizing, tabulating, creating a data display and testing the data. Data analysis of organizational documents, interview transcripts, and the organization's social media sites revealed three (3) themes: partnerships, fundraising, and diversification as the strategies used to maintain financial sustainability during periods of economic downturns. The findings of this study might contribute to positive social change by providing information to NPOs leaders to help improve financial strategies and sustainability for community service organizations during general economic downturns and maintain social services.

Love (2018) claimed that NPOs are essential in providing goods and services to the under resourced in the community. The study used explorative and descriptive study to analysed Non-profit fundraising strategies for providing sustainable quality services. The methodology used in the study was qualitative and thematic research design. The sample consists of nineteen (19) participants who held executive level positions in their organizations. Data were collected through a series of recorded in-depth interviews and analysed using a contrast-comparative qualitative thematic analysis of the recording and written transcription and the NVivo Software Data Management Program. The findings of the study revealed that leaders with transformative attributes and demonstrably connected to the mission drive the fundraising success of the organization by influencing donor relationships, strategies and performance. The implications of the study include sustainable delivery of service by development of effective leadership models for the

internal stakeholders thus, positively influencing donor behavior and improved quality of life for the under resourced over a sustained period. Future research using the mixed methods is recommended for examining how leadership styles may influence funding sustainability.

In another study conducted Snipes & Oswald (2019) focused on today's era of evaporating operating profits, numerous organizations, including hospitals, universities and not-for-profit entities, are increasingly focusing on charitable giving as a funding source. This paper, examined the organizational and consumer demographic characteristics which influence charitable giving. This study adds to the body of research that has been conducted in charitable giving area to help us better understand the relationship between these two aspects. An exploratory analysis of one hundred and forty three (143) males and one hundred and sixty one (161) females suggests that people are most likely to make their charitable giving decisions based on the reputation of a charity. The results of this study also suggest that some factors have differing influences across demographic groups. Managerial implications are discussed.

2.8 Summary

It has been the purpose in this review to highlight the factors influencing the fundraising for NPOs in Namibia. Evidence from the field outside Namibia suggests that NPOs have survived the most turbulent times ever since the on-set of the global financial crisis and continued to grow in numbers and membership in the country. Nevertheless, the number of NPOs in the Khomas Region was increasing, whilst funding mechanisms and

opportunities were declining and diminishing gradually and steadily. The next chapter presents the research methods employed in the gathering and analysis of the data.

3.1 Introduction

The previous chapter presents the literature view. This chapter presents the research design and methodology, target population, sampling strategy, data collection instruments and data collection procedures, data processing and analysis. Basically, it explains the methodology that was used to obtain responses from the identified research participants of this study. It details all methods and approaches used in the research making its conclusion, validity, reliability and reliability of research instruments are elaborated.

3.2 Model Specification

In order to understand the factors influencing the level of fundraising for NPOs of the Khomas Region, this study adopted the ordered logistic regression model which is used to describe funding levels in NPOs of the Khomas Region.

The dependent variable (raised income) in the study is coded in ordered intervals. An ordered logit model was used for the analysis and the *Probability > Chi square* $\chi^2 = 4.6074$, therefore it means that the model is significant. The ordered logit model is used when the dependent variable takes a number of finite and discrete values that contain ordinal information such as the raised income levels that are coded in ordinal intervals.

The model is specified below as:

$$y = \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \dots + \beta_kx_k + \alpha + \epsilon + \epsilon$$

Where:

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The previous chapter covered the literature view. This chapter presents the research design and methodology, target population, sampling strategy, data collection instruments and data collection procedures, data processing and analysis. Basically, it explains the methodology that was used to obtain responses from the identified research participants of this study. It discussed all methods and approaches used in the research process. In conclusion, ethics, validity and reliability of research instruments are elaborated.

3.2 Model Specification

In order to understand the factors influencing the level of fundraising for NPOs of the Khomas Region, this study adopted the ordered logistic regression model which is used to determine funding levels in NPOs of the Khomas Region.

The dependent variable (raised income) in the study is coded in ordered intervals. An ordered logit model was used for the analysis and the *Probability > Chi-square 2 = 0.0014, therefore it means that the model is significant.* The ordered logit model is used when the dependent variable takes a number of finite and discrete values that contain ordinal information such as the raised income levels that are coded in ordinal intervals.

The model is specified below as:

$$y^* = \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_i x_i + \varepsilon = x\beta + \varepsilon$$

Where:

$$= \begin{bmatrix} x_1 \\ x_2 \\ \vdots \\ x_i \end{bmatrix} \text{ And } \beta = \begin{bmatrix} \beta_1 \\ \beta_2 \\ \vdots \\ \beta_i \end{bmatrix} \text{ and where } \varepsilon \sim N(0, 1).$$

y^* Is an unobserved (latent variable) that captures the ordered raised income levels.

i Ranges from 1 to k (where k is the number of independent variables in the model).

x Is the vector of exogenous variables? The exogenous variables could be categorical or continuous.

β Are the regression coefficients

ε Is the error term in the regression equation?

The latent variable y^* is defined by the cut off levels (equivalent to different constant terms in the logit equation) defined below.

Define cut-off points: $\alpha_1 < \alpha_2 < \alpha_3 < \alpha_4$. Since the latent variable, y^* , is not observable the observed choices can be used to define them. ***The observed choices are specified according to the following rules:***

$$y = 1 \text{ if } y^* \leq \alpha_1$$

$$y = 2 \text{ if } \alpha_1 \leq y^* \leq \alpha_2$$

$$y = 3 \text{ if } \alpha_2 \leq y^* \leq \alpha_3$$

$$y = 4 \text{ if } \alpha_3 \leq y^* \leq \alpha_4$$

In the model marginal effects can be computed to learn about the partial effects of a small change in explanatory variables x .

Expected outcomes are defined by the following equations

$$\frac{\partial \Pr(y = 1|x)}{\partial x_j} = -\Lambda(x'\beta - \alpha_1)\beta_j$$

$$\frac{\partial \Pr(y = 2|x)}{\partial x_j} = (\Lambda(x'\beta - \alpha_1) - \Lambda(x'\beta - \alpha_2))\beta_j$$

$$\frac{\partial \Pr(y = 3|x)}{\partial x_j} = (\Lambda(x'\beta - \alpha_2) - \Lambda(x'\beta - \alpha_3))\beta_j$$

$$\frac{\partial \Pr(y = 4|x)}{\partial x_j} = \Lambda(x'\beta - \alpha_4)\beta_j$$

Where $\Lambda()$ is the cumulative standard logistic distribution function?

The probabilities in the model above are generated using a logit model. The logit model is

$$\Pr(y = 1|x) = \Lambda(\beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_i x_i) = \Lambda(x\beta)$$

$$= \frac{1}{1 + e^{-x\beta}}$$

$$= \frac{1}{1 + \frac{1}{e^{x\beta}}}$$

The model is nonlinear. The model is linearized using the logarithm of the odd ratio defined as

$$\log \frac{\Pr}{1-\Pr} = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \dots + \beta_i x_i$$

Where β_0 is the intercept term?

Probabilities are calculated from the log odds in the equation above. Since the model has some discrete x_j then it is necessary to compute the discrete change in the predicted probabilities associated with changing x_j .

3.2 Research Design

According to Creswell (2018), there are three research designs namely: quantitative, qualitative and mixed methods research designs. A quantitative research design was used in this study. Saunders *et al.*, (2016) argue that "... quantitative research has a distinct difference in that it deals with numbers and figures, rather than feelings, opinions, perception, intuitions and/or observation." Quantitative research designs are generally used to interrogate variables that are easily measured with numbers and statistics.

3.3 Research Strategy

According to Creswell (2018), there are many types of research strategies namely exploratory research, explanatory research, descriptive research, comparative research, analytical research, experimental research, case studies, quasi-experimental, among others. A descriptive research strategy was used in this study.

Descriptive research, as the name suggests, enumerates descriptive data about the population being studied and does not necessarily tries to establish a causal relationship between events, though it may at times (Creswell, 2018).

3.4 Philosophy

According to Creswell (2018), research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used. Two major research

philosophies have been identified in research traditions of science namely: positivist (sometimes called scientific) and interpretivist (Saunders *et al.*, 2016). This study is basically positivist.

3.4.1 Positivism

Positivists believe that reality is stable and can be observed and described from an objective viewpoint, without interfering with the phenomena being studied (Creswell, 2018). They contend that phenomena should be isolated and that observations should be repeatable. This often involves manipulation of reality with variations in only a single independent variable so as to identify regularities in, and to form relationships between, some of the constituent elements of the social world (Saunders *et al.*, 2016).

3.5 Population of the Study

Saunders *et al.*, (2016, p. 161), define population as, “A group of individuals, objects, elements or items from among which samples are taken for measurement during the research study.” On the other hand, Bryman and Bell (2015, p. 191), says that a “... population is a well-defined set of people, services, elements, events, group of things or households that are being investigated.” The population of study was computed from all the NPOs in the Khomas Region. Data obtained from BIPA indicated that in 2018 Namibia had a total of one thousand seven hundred and five (1705) NPOs registered country wide most of which were based in the Khomas Region (BIPA, 2018). Although the Khomas Region has a large number of NPOs, *the study was only limited to NPOs that were registered with BIPA under section 21 of Companies Act No: 28 of 2004, and operating in the Khomas Region.*

A total of the above mentioned NPOs only one thousand two hundred and seventy eight (1278) of them were active from 1950 to 2018. These NPOs registered with BIPA from 2010 to 2018. However of the one thousand and two hundred and seventy eight (1278) NPOs only six hundred and ninety six (696) of them are based in Khomas Region and constitute the population sample for this study. Given that some years went by without any NPO registered and operating in Khomas Region only a total of forty (40) NPOs per year could be sampled. This study defined the NPOs as any entity in Namibia that is registered under Section 21 of Company Act No. 28 of 2004 or any organisation involved in community development activities, but not profit oriented.

3.6 Sample

A sample is a smaller, sub-set of the research population. Samples that do a good job at conveying accurate information about the whole population are referred to as representative samples (Kumar, 2018). Sampling is the method of selecting a representative subset of the population called sample. Sampling makes research more accurate and economical (Bryman and Bell, 2015). It is the sampling method which determines the generalizability of the research findings. In simple words, the process of choosing a sample of the population to study is called sampling (Creswell, 2018). The study made use of a random sampling methodology of which the, a total of forty (40) of NPOs were sampled each per year from 1950 to 2018. However it must be noted that historically the NPO registered and operating in Khomas Region was in 1950, however from 1951 to 1962 no NPOs was registered in Khomas region. In 1963 another NPO was registered in Khomas Region. From 1964 to 1978 there was no NPOs registered in Khomas Region. From 1979 to 1984 there only 5 NPOs registered in Khomas Region.

Again in 1985 there were no NPOs registered in Khomas region. Majority of the NPOs in Khomas Region were only registered from 1986 to 2018 as per the data collected from BIPA. The sampling of forty (40) NPOs per year is influenced by the facts that there is considerable number of years since 1951 to 2018 that went by without any NPO registered in Khomas region. In fact throughout that period only forty (40) NPOs could be sampled. This sample was drawn from the population of six hundred and ninety six (696) NPOs.

3.7 Sampling Strategies

According to Creswell (2018), there are two types of sampling strategies namely probability and non-probability sampling. Probability sampling is typically used when there are clearly defined and accessible populations. Non-probability sampling is normally used when the interest of the researcher is not in precise figures and statistics about a population, but rather estimates of particular behavior and features of the phenomena.

3.7.1 Probability Sampling

In probability sampling, each element has an equal probability of being chosen. Probability sample is one in which each element of the population has a known non-zero probability of selection. This method of sampling gives the probability that a sample is representative of a population (Denscombe, 2017). There are many types of probability sampling techniques, but for the purpose of this study, the simple random sampling method was used.

3.7.1.1 Simple Random Sampling

According to Bryman and Bell (2015), simple random sampling is a sampling technique where every item or element in the population has an equal chance and likelihood of being selected in the sample. Here, the selection of items completely depends on chance or by probability.

3.7.2 Non-Probability sampling

Unlike the probability sampling method, a non-probability sampling technique makes use of non-randomized methods to draw a sample from the existing population (Creswell, 2018). Non-probability sampling method mostly involves judgment. Instead of randomization, participants are selected because they are easy to access. For example, your class-mates and friends have a better chance to be part of your sample. Even though in certain cases, non-probability sampling is a useful and convenient method of selecting a sample, the method is not appropriate where huge populations exist and where generalizations may be required (Bryman and Bell, 2016). The findings obtained through this method apply mostly to the group studied. It may be wrong to extend these findings beyond that particular sample. Nevertheless, through the non-probability method, a particular phenomenon can be studied with a potential to generate valuable insights (Saunders *et al.*, (2018).

3.8 Research Instruments

According to Creswell (2018), research instruments are the tools or techniques that are used to gather data from a study. The study used the ordered logistic regression model. The accuracy of the research instruments and the relevance of the data collected

determine the success of the research. In this study, a questionnaire was used to collect data from the respondents. The research used a questionnaire as its use offered several benefits to the study. Questionnaires were chosen as they are cost effective and are less time-consuming. They also allowed for the uniformity of questions as each respondent received the same set of questions phrased in exactly the same way (Saunders *et al.*, 2018). Questionnaires were also chosen as they yielded data more comparable than information obtained through open discussions (Kumar, 2018). They were also advantageous since they allowed for standardization. This is because the questions are highly structured and the conditions under which they are answered are controlled, then the questionnaire could become standardized (Denscombe, 2017). As for all the respondents, questionnaires with five-point Likert-type scale questions were used to collect data.

3.9 Pilot Study

According to Creswell (2018), a pilot survey is a tool used to test the research instrument using a smaller number of participants to assess effectiveness of the research instrument. Creswell (2018) observed that a pilot study gives room for the researchers to review if the data collection instrument will achieve the intended results of the research. Therefore, a pilot study was conducted with five (5) participants randomly drawn from NPOs in the Khomas Region, prior to the commencement of the full research process. This helped to establish the feasibility, time and other resources required to conduct the research. The pilot study also provided an opportunity to pre-test research tools and the research process to ascertain the readiness of the researcher. The five participants who took part in the pilot survey were excluded from the main study.

3.10 Administration of the Questionnaire

The questionnaire was administered to the sample during the study by the researcher. The respondents were given one (1) week to answer the questionnaire and then, the researcher went about collecting the completed questionnaires. All participants received the questionnaire and a covering letter, explaining the aims, objectives, intention and possible outcomes of the research. The participants were assured that their participation was voluntary and that their responses would remain anonymous and confidential at all times. They were also informed that they may recuse themselves as participants of the study at any time, without having to explain themselves. Again, respondents were informed that the completion of the questionnaire was not compulsory. Participants had all the freedom to answer the questionnaire or choose not to, if they so wished. Respondents were assured that their data would be coded and kept under lock and key for a period of five (5) years before it could be disposed of through incineration and/or shredding. No third parties would be given access to raw data and/or information from the study. No other organisations would be allowed to get the data for whatever purposes, under whatever circumstances. The highest and strictest levels of confidentiality were guaranteed.

3.11 Procedure

Structured questionnaires for collecting primary data have been used in quantitative research designs for centuries (Creswell, 2018). In this study, data was collected by the use of questionnaires distributed and administered by researcher. The questionnaires were distributed across the selected NPOs in the Khomas Region. The researcher distributed about forty (40) printed questionnaires which were individually distributed

either door-to-door at the offices of each participant or via email. After a week or three weeks, the researcher collected the questionnaires back from the respondents. This process of collecting back the completed questionnaires was done over a period of one (1) to three (3) weeks. This means that the time period covered in the data collection process is three (3) weeks. This was necessary to allow respondents who needed more time due to work constraints.

3.12 Data Analysis

Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate condense and evaluate data (Creswell, 2018). After the data collection, the data was captured, computed and coded in order to enhance accuracy and precision. This was done using stata software and the model used was ordered logistic regression to analyze the research findings. The organized information was interpreted on account of concurrence to objectives.

3.13 Research Ethics

The researcher obtained informed consent from the NPOs. This was critical in order to respect autonomy, privacy and confidentiality of all participants by getting informed consent from all the respondents (Bryman and Bell, 2015). Thus, the respondents participated in this study out of their own volition and there was no coercion or duress of any form. A cover letter was also attached to the questionnaire to give the participants the necessary comfort and assurances for their privacy and confidentiality. The data and information pertaining to this study will be kept under lock and key for the next five (5)

years and cannot be given to 3rd parties under whatever circumstances. Data and information will be incinerated after five years.

3.9 Summary and Research Gaps

Research on the analysis of factors influencing the level of fundraising for NPOs of the Khomas Region, the sustainability of NPOs focused more on the fundraising strategies, alternative fundraising strategies and the economic aspect, which defines the sustainability of NPOs in the Khomas Region and the country at large; however there has been limited research on other variables. Additionally, most research has investigated specific areas under one of these variables, like sustainability of the United States Government (USG) aid-funded NPOs in the Namibian health sector, just to name a few, however, very little research has looked at the variables in this study in their totality. The study therefore demonstrated the factors influencing the level of fundraising as well as the alternative fundraising strategies adopted by NPOs on financial sustainability.

This part discussed the research methodology that was employed during in the study. The chapter looked at the methods which were applied to design the study and to collect data from the primary and secondary sources for the successful completion of the study. It concluded with the ethics which all researchers have to adhere to in gathering data and ensuring that participants have the trust and confidence in the study. Chapter four that follows presents and discusses the findings of this study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter covered data presentation and discussion of the findings of the study. Primary data was obtained through questionnaires and the secondary information was compiled through literature review and document analysis. The study surveyed NPOs that are registered with BIPA under Section 21 of the Companies Act, No. 28 of 2004 which are based in the Khomas Region.

4.2 Rate of Return

A total number of forty (40) questionnaires were administered to the targeted respondents through a simple random sampling method and all of the forty (40) questionnaires were returned and found useful for the purpose of this study. This represents one hundred percent (100%), return of rate.

4.3 Findings from the Study

The relationship between the funds (income) raised and the strategies have been estimated using the ordered logit model. In the income regression, income levels are coded in intervals:

1. N/A, 2. < N\$ 100,000.00, 3. N\$ 100,000.00 – N\$ 500,000.00, 4. >N\$ 500,000.00 which is ordinal information.

Consider the above four observed outcomes: $y = 0,1,2,4$ which are ordered. The independent variables are:

1. V101: Gender
2. V201a: Years of working experience
3. V301a: Number of staff members
4. V402: Fundraising procedures
5. V702a: Number of student interns
6. V1309: Fundraising through electronic media
7. V1503: Local donor's agency
8. V1504: International donor's agency
9. V1701: Partnership or joint project with other Organisations

All the independent variables have been treated as categorical. The log odds and the odds themselves were estimated using Stata's survey data methods:

The whole model is statistically significant as it has a chi square value below the 5% level.

From the estimated ordered logit model only a few of the parameter estimates are insignificant. Therefore only the statistically significant parameter estimates are discussed. *Probability > chi2 = 0.0014 the model ordered logistic regression is statistically significant.*

Table 4.1: Confidence of interval

V901a	Odds Ratio	Std. Err.	Z	P> z	[95% Conf. Interval]	
1. V101:						
Male	204.1422	324.0192	3.35	0.001	9.096751	4581.202
2. V201a						
2	16.05288	16.62568	2.68	0.007	2.108526	122.2157
3	.0275775	.0428854	-2.31	0.021	.0013088	.5810973

3. V301a	10.25367	11.59576	2.06	0.040	1.117544	94.07925
4. V402						
No	0517308	.0799854	-1.92	0.055	.0024982	1.071184
5. V702a						
2	2.258466	2.110172	0.87	0.383	.3618289	14.09691
3	.4039221	.4035843	-0.91	0.364	.0569912	2.862775
6. V1309						
No	.1844577	.1915988	-1.63	0.104	.0240847	1.412707
7. V1503						
No	6.033847	5.4615	1.99	0.047	1.02361	35.56757
8. V1504						
No	.7295176	.6964172	-0.33	0.741	.1123197	4.738226
9. V1701						
No	.3282213	.2663479	-1.37	0.170	.0669	1.610302

Table 4.2: Sub-Section of the table

/cut1	-.5042462	1.830924			-4.092792	3.084299
/cut2	1.933903	1.7596			-1.514849	5.382656
/cut3	3.46969	1.83146			-.119905	7.059286

Interpretation: From cut 1 to cut 3, given that the Ordered Logistic Regression Model, assumes that the different level of fundraising has the same slope, therefore the numbers given from cut 1 to cut 3 are they intercepts of different level of funds raised.

The margins which show the predicted probabilities were also estimated. **The results are shown below:** The probability that anybody is in a given category either:

The P-values are in the fourth numerical column which is labeled Pr ($>|z|$). X-variables with P-values that are less than 5% would generally be considered to be significant meaning that there is statistical evidence that they affect the probability that the Y-variable is 1. More generally, for a given significance level α , a variable is significant at the α level of significance if the P-value is less than α .

If we examine the P-values in the logistic regression output above, we see that the following variables are significant at the 5% level of significance:

1. **V101 (gender):** The P-value is 0.001 = 0.1%. This means that there is extremely strong statistical evidence that the level of funding is related to the probability that being male you raise more funds (i.e., that $Y=1$)

Srijanani and Vijaya (2018) examined why female differ from male counterpart in many ways including the aspects like attitude toward money in India. The study used primary data collected through the questionnaires. Out of two hundred and ten (210) questionnaires distributed only one hundred and eight (108) questionnaires were correctly filled and received. The study examined that women are more cautious and the literature supports the notion of gender differences in investing, pointing out that male investors are the more risk tolerant and self-confident investors. As per the empirical evidence, the study shows that there is extremely strong statistical evidence that the level of funding is related to the probability that being male you raise more funds than female counter parts.

2. **V201a: (Years of working experience):**

- a) **< 5years of working experience:** The P-value is 0.007= 0.7%. Thus, there is extremely strong statistical evidence that you are more likely to raise funds if you in the organisation < 5 years.

b) **> 5 years of working experience:** The P-value is $0.021 = 2.1\%$. Thus, there is extremely strong statistical evidence that you are more likely to raise funds if you in the organisation > 5 years.

Murali et al. (2017) carried out a study to examine the year of working experience that employees are considered the core of an organization and the success or failure of an organization is attributed to the performance of the employees in India, a survey was conducted by using a questionnaire through online survey. The study used internet based survey using Google Form, in which a questionnaire was made in order to record the responses of the people who were responding to the study. Murali et al. (2017) argues that for the employee (s) to gain experience, is when they are loyal to the organization and don't actively search for other alternative opportunities. The Murali et al (2017) further state that loyalty, as a general term can be defined as a person's devotion or sentiment of attachment to a particular object, which may be another person or a group of persons, an ideal, a duty, or a cause (as cited in Encyclopedia Britannica, 1998). Thus, one concur with scholars that when employees have sentiment of attachment to their job they won't search for other alternative job, but rather remain in the same environment and gain adequate experience. As an employer, one needs to understand why your employees are emotionally connected to your business. Research has shown that emotionally connected employees are the best employees as they are engaged, productive, and they feel authorized and appreciated. Thus employers usually prefer experienced candidates to fill the vacancies in their organization. Therefore hiring experienced candidates can also help the organization in many ways when compared to fresher.

3. V301a: (Number of staff members): The P-value is 0.040= 4%. There is extremely strong statistical evidence that you are more likely to raise funds if your organisations have more number of staff members on board. In NPOs, manpower comprises of paid staff members and volunteers. The volunteers could be student interns, social workers or any person who is willing to work for a social cause for the benefit of society. Staffing process involves identifying jobs according to the needs of organization, recruitment of human resource based on their qualification and skills and providing training as per their needs. Staffing is an important component of human resource management.

4. V402: (Fundraising procedures): The P-value is 0.055 = 5.5%. This is basically 6%, which is just higher than 5% significance level that is often used as a cut off. Thus, there is statistical evidence (approaching strong statistical evidence) that the organisation that are having fundraising procedure in place are likely raise more funds.

Maqbool et al, (2019) carried out a study in Pakistan explaining that fundraising procedure is a basic task of NPO's and such procedure is essential for the survival of the NPOs when there is a lack of support from government and donor's agencies . A study done by Čačija (2016) explains that fundraising procedure for NPOs in Croatia did implement marketing orientation to focus on all their key stakeholders, which consequently led to better understanding of stakeholder's needs and organizations' performances (as cited in Modi, 2012). The study employed Structural Equation Modeling (SEM) methodology to assess the hypotheses regarding the positive influence of the NPOs marketing activities on two dimensions of fundraising performances.

There is no statistical evidence that the following variables matter.

Firstly, to say that an X-variable does not matter means that the corresponding regression coefficient (the corresponding β) is 0. Thus, the above discussion about which variables matter is really a discussion about whether statistical hypothesis tests show that the corresponding regression coefficient is not 0 ($\beta=0$ is the null hypothesis). Secondly, regression coefficients assess the impact of the X-variable conditional on the other variables in the regression equation ($Y= a + b x$).

5. V702a: (Number of student interns):

- a) **<5 student's intern:** The P-value is 0.383 or about 38.3%. There is no statistical evidence that having < 5 students matters.
- b) **> 5 Student interns:** The P-value is 0.364 or about 36.4%. There is no statistical evidence that having > 5 students matters.

Thus, when we say that there is no statistical evidence whether or not the organisations having less than 5 student interns or is associated with the probability that they raise funds more than N\$500,000.00 (in this regression).

6. V1309: (Fundraising through electronic media): The P-value is 0.104 or 10.4%. There is no statistical evidence that the organisation that raises funds through electronic media affects the probability level of funding. A study from Pakistan, done by Maqbool et al (2019) acknowledge that Social media is a new concept for effective fundraising in such a way that it creates awareness, two-way communication channel and built public relations. Generally experts in this subject suggest that social media is another fundraising technique that is used to create relationship between organization's people and donors due to the quick information flow and network organization generate more funds. Therefore one concurs with scholars that indeed if Namibian NPOs make use of the electronic media tools such as: Twitter, Facebook, YouTube, E-newsletter, E-mails and Skype they will increase their level of funding.

If we relax the significance level a bit (that is, consider P-values greater than 5%), we see the following additional variables may also matter:

7. **V1503: (Local donor's agency):** The P-value is 0.047= 4.7%. Thus, there is extremely strong statistical evidence that organisations are more likely to raise funds if their current major sponsors are local donor's agency.

An empirical study conducted by Aiping (2015) focused on examining the relationship between local donor's agency and Namibian NPOs. Worldwide NPOs generally relied on funding from donor agencies, multilateral lenders, charitable institutions, as well as government ministries for conducting their operations and carrying out programme activities (as cited in Viravaidya, 2001). Although the civil society sector in Namibia emerged inexperienced and fragmented, the situation improved rapidly within the first few years after independence (Aiping, 2015).

8. **V1504: (International donor's agency):** The P-value is 0.741 or about 74.1%. There is no statistical evidence that international donor agency matters in terms level of funding.

According to Aiping (2015) argue that due to the democratic principles and practices that the government established, Namibia became a favourite ground for international donor agencies that were eager to extend support to the fast evolving civil society sectors, which then assumed policy lead roles and became increasingly available for partnership in development (as cited in NPC, 2015). Since independence in 1990, the Namibian NPOs sectors continue to benefit from foreign aid to address various challenges.

9. **V1701: (Partnership or joint project with other Organisations):** The P-value is 0.170 or about 17%. There is no credible statistical evidence that if NPOs enters into partnership or join project with other organisations matters. According to Maqbool et

al (2019), there is only one solution for quick fundraising through combined group effort and with the joint collaboration (as cited in Neale, 2011, p. 152).

What this means is that there is no evidence that this variable matters above and beyond the other variables (which includes variables such as gender which may already capture some of the impact **Four Category of funds raised**). If one were to run a logistic regression of **Four Categories of funds raised** behavior, only on **International donor agency** status, one might get a very different result.

The margin will calculate the probability that they are in four categories such as:

Table 4.3: Four Categories of funds raised

Variables	Four Category of funds raised	Code
V901	N/A	1
V902	< N\$ 100,000.00	2
V903	N\$ 100,000.00 – N\$ 500,000.00	3
V904	>N\$ 500,000.00	4

**Table 4.4: Margin Probability
Delta-method**

Table 4.5: Category 1: Gender vs Funds raised N/A						
<i>I. V101</i>	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Female	.3280875	.0827253	3.97	0.000	.165949	.490226
Male	.0224812	.0180607	1.24	0.213	-.0129172	.0578796

AAPs (Average Adjusted Predictions):

V101: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs for female and male for each category of the ordinal dependent variable (Funds raised). The results show that 32.8% of the times one would find females are reporting that no funds applicable categories as opposed to 2.2% of males are reporting that they are not in the applicable category. Therefore, the females are reporting the highest percentage of probability (32.8%- 2.2%) = 30.6% that no funds applicable. It means that when funds not applicable category; they have higher proportion of ratio at $0.3280/.02248 = 14.64$.

Table 4.6: Category 2: Gender vs Funds raised < N\$100,000.00

2. V101	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Female	.2854049	.0810162	3.52	0.000	.126616	.4441937
Male	.0859019	.0302402	2.84	0.005	.0266322	.1451716

APPs: The results give the AAPs for female and male for each category of the ordinal dependent variable (Funds raised). The results show that 28.54% of the times you would find females are reporting that have raised the funds less than N\$100,000.00 per year as opposed to 8.59% of males are reporting that they have raised the funds less than N\$100,000.00. Therefore, the females they have a highest probability reporting the (28.54%- 8.59%) = 19.95% that they receive less than N\$100,000.00 per year. It means that when funds received are less N\$100,000.00 per year category, the ratio stands at $.2854/.0859 = 3.32$, and it decreases from 14.64 to 3.32. Therefore, this will explain how the funds raising behavior occurring between female and male.

Table 4.7: Category 3: Gender vs Funds raised between N\$ 100,000.00 – N\$ 500,000.00

3. <i>V101</i>	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Female	.1801163	.0536927	3.35	0.001	.0748806	.285352
Male	.0999274	.0369065	2.71	0.007	.0275919	.1722629

APPs: The results give the AAPs for female and male for each category of the ordinal dependent variable (Funds raised). The results show that 18.01% of the times you would find females are reporting that have raised the funds between N\$100,000.00 to N\$500,000.00 per year as opposed to 9.99% of males are reporting that they have raised the funds between N\$100,000.00 to N\$500,000.00. Therefore, the females are reporting the highest probabilities of 8.02% that they receive between N\$100,000.00 to N\$500,000.00 per year. It means that when funds raised between N\$100,000.00 to N\$500,000.00, the ratio stands at $.1801/.0999 = 1.80$, and it decreases from 3.32 to 1.80

Table 4.8: Category 4: Gender vs Funds raised > N\$500,000.00

4. <i>V101</i>	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Female	.2063914	.0494159	4.18	0.000	.1095379	.3032448
Male	.7916895	.0565618	14.00	0.000	.6808304	.9025486

AAPs (Average Adjusted Predictions):

APPs: The results give the AAPs for female and male for each category of the ordinal dependent variable (Funds raised). The results show that 20.6% of the times you would find females reporting to have raised funds more than N\$500,000.00 per year as opposed to 79.1% of males. The opposite is true for the category that raised more than N\$500,000.00 where males are almost four times as likely as females to have raised funds (more than N\$500,000.00). It means that when funds raised more than N\$500,000.00, the ratio stands at $.2063/.7916 = 0.26$, and it decreases from 1.80 to 0.26.

Overall the ratio explains that when no funds N/A the ratio is at 14.64 and when funds were raised more N\$500,000.00 the ratio is at 0.26.

Table 4.9: Working experiences vs Funds raised N/A

	V201a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1.	< 5 years:	.1741459	.0745524	2.34	0.019	.0280259	.3202658
2.	6- 10 years:	.0208047	.0183756	1.13	0.258	-.0152108	.0568202
3.	> 11 years:	.6064718	.1644142	3.69	0.000	.2842259	.9287178

AAPs (Average Adjusted Predictions):

V201: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs for < 5 years, 6-10 years and > 11 years of working experience for each category of the ordinal dependent variable (Funds raised). The results show that 17.41% of the times one would find people that have worked in the organisation < 5 years of working experience are reporting that no funds applicable categories, on the other hand, people that worked in the organisation between 6-10 years of working experience the results show that 2.08% of the times of are reporting that they are not in the applicable category as opposed to people that worked in the organisation > 11 years are reporting that 60.6% are reporting that no funds applicable category. Therefore, people who worked in the organisation for more than 11 years, are reporting the highest percentage of probability of 60.6% that no funds applicable.

Table: 4.10: Working experiences vs Funds raised <N\$100,000.00

	V201a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1.	< 5 years:	.2886457	.0772196	3.74	0.000	.1372981	.4399933
2.	6-10 years:	.1221416	.0534972	2.28	0.022	.017289	.2269942
3.	>11 years:	.2462257	.1053825	2.34	0.019	.0396798	.4527716

The results give the AAPs for < 5years, 6-10 years and > 11years of working experience for each category of the ordinal dependent variable (Funds raised). The results show that 28.86% of the times one would find people that have worked in the organisation < 5 years of working experience are reporting that they have raised funds less than N\$100,000.00. On the other hand, people that worked in the organisation between 6-10 years of working experience the results shows that 12.21% of the times, they are reporting that they have raised funds less than N\$100,000.00. This is opposite to people that have worked in the organisation > 11 years who have reported that 24.62% have raised the funds less than N\$100,000.00. Therefore people, who worked in the organisation for less than 5 years are reporting the highest percentage of probability of 28.86%.

Table 4.11: Working experience vs Funds raised between N\$100,000.00 – N\$500,000.00

	V201a Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1. < 5 years:	.1891673	.0581114	3.26	0.001	.075271	.3030636
2. 6-10 years:	.1638426	.0550999	2.97	0.003	.0558487	.2718365
3. >11 years:	.0869346	.0481325	1.81	0.071	-.0074034	.1812727

The results give the AAPs for < 5years, 6-10 years and > 11years of working experience for each category of the ordinal dependent variable (Funds raised). The results show that 18.91% of the times one would find people that have worked in the organisation < 5 years of working experience are reporting that they have raised funds between N\$100,000.00 to N\$500,000.00. On the other hand, people that worked in the organisation between 6-10 years of working experience the results show that 16.38% of the times they are reporting that they have raised funds between N\$100,000.00 to

N\$500,000.00. This is opposite to people that have worked in the organisation > 11 years who have reported that 8.69% have raised funds between N\$100,000.00 to N\$500,000.00. Therefore people, who worked in the organisation for less than 5 years, are reporting the highest percentage of probability of 18.91%.

Table 4.12: Working experiences vs Funds raised > N\$500,000.

V201a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1. < 5 years:	.3480412	.0619663	5.62	0.000	.2265896	.4694928
2. 6-10 years:	.6932111	.0864381	8.02	0.000	.5237955	.8626266
3. >11 years:	.0603678	.0473819	1.27	0.203	-.0324989	.1532346

The results give the AAPs for < 5years, 6-10 years and > 11years of working experience for each category of the ordinal dependent variable (Funds raised). The results show that 34.8% of the times one would find people that have worked in the organisation < 5 years of working experience are reporting that they have raised the funds more than N\$500,000.00. On the other hand, people that worked in the organisation between 6-10 years of working experience the results show that 69.32% of the times they have raised funds more than N\$500,000.00. This is opposite to people that worked in the organisation > 11 years are reporting that 6.03% have raised the funds more than N\$500,000.00. Therefore people, who worked in the organisation between 6- 10 years, are reporting the highest percentage of probability of 69.32%.

Table 4.13: Staff members' vs Funds raised N/A

V301a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
2 < 5 Staff members:	.270611	.1042752	2.60	0.009	.0662354	.4749865
4 > 15 Staff members:	.1069983	.030684	3.49	0.000	.0468587	.1671379

AAPs (Average Adjusted Predictions):

V301: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs for < 5 staff members, and > 15 staff members of each category of the ordinal dependent variable (Funds raised). The results show that 27.06% of the times one would find people that have less than 5 staff members are reporting that they are in the category of no funds applicable. However, organisations having > 15 staff members are reporting that 10.69% of the times that they are in the category of no funds applicable. Therefore, for the organisation that are having less than 5 staff members, are reporting the highest percentage of probability of $(27.06\% - 10.69\%) = 16.37\%$.

Table 4.14: Staff members' vs Funds raised <N\$100,000.00

V301a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
2 < 5 Staff members:	.3101583	.0774943	4.00	0.000	.1582722	.4620443
4 > 15 Staff members:	.1747579	.0537247	3.25	0.001	.0694593	.2800564

The results give the AAPs for < 5 staff members, and > 15 staff members of each category of the ordinal dependent variable (Funds raised). The results show that 31.01% of the times one would find people that have less than 5 staff members are reporting that they are the in category of less than N\$100,000.00 raised per year. Yet for the organisation having > 15 staff members are reporting that 17.47% of the times that they are in the category of less than N\$100,000.00 raised. Therefore, for the organisation that are having less than 5 staff members, are reporting the highest percentage of probability of $(31.01\% - 17.47\%) = 13.547\%$.

Table: 4.15: Staff members' vs Funds raised between N\$100,000.00 – N\$500,000.00

V301a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
2 < 5 Staff members:	.1916643	.0651547	2.94	0.003	.0639635	.3193651
4 > 15 Staff members:	.1876558	.0588486	3.19	0.001	.0723147	.3029969

The results give the AAPs for < 5 staff members, and > 15 staff members of each category of the ordinal dependent variable (Funds raised). The results show that 19.16% of the times one would find people that have less than 5 staff members are reporting that they are the in category of funds raised between than N\$100,000.00 to N\$500,000.00 per year. This is opposite to the organisation having > 15 staff members are reporting that 18.76% of the times that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisation that are having less than 5 staff members, are reporting the highest percentage of probability of (19.16%-18.76%) =0.4%.

Table 4.16: Staff members' vs Funds raised > N\$500,000.

V301a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
2 < 5 Staff members:	.2275665	.0727169	3.13	0.002	.085044	.3700889
4 >15 Staff members:	.5305881	.0768389	6.91	0.000	.3799865	.6811896

The results give the AAPs for < 5 staff members, and > 15 staff members of each category of the ordinal dependent variable (Funds raised). The results show that 22.75% of the times one would find people that have less than 5 staff members are reporting that they are the in category of funds raised more than N\$500,000.00 per year. As opposed to the organisation having > 15 staff members are reporting that 53.05% of the times that they are in the category of funds raised more than N\$500,000.00 per year. Therefore, for

the organisation that are having more than 15 staff members, are reporting the highest percentage of probability of (53.05%-22.75%) =30.3%.

Table 4.17: Procedures vs Funds raised N/A

V402	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.1017125	.0380151	2.68	0.007	.0272041	.1762208
No	.3957184	.1944531	2.04	0.042	.0145975	.7768394

AAPs (Average Adjusted Predictions):

V402: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs for the organisation having fundraising procedures in place, and for the organisation having no fundraising procedure in place of each category of the ordinal dependent variable (Funds raised). The results show that 10.17% of the times one would find organisations that are having fundraising procedures in place are reporting that they are in the category of no funds applicable. However for the organisation with no fundraising procedure in place are reporting that 39.57% of the times they were in the category of no funds applicable. Therefore, for the organisations that having no fundraising procedure in place, were reporting the highest percentage of probability of (39.57%-10.17%) =29.4 %.

Table 4.18: Procedures vs Funds raised <N\$100,000.00

V402	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.22641	.0555484	4.08	0.000	.1175371	.335283
No	.3199674	.100545	3.18	0.001	.1229028	.5170321

The results give the AAPs for the organisation having fundraising procedures in place, and for the organisation having no fundraising procedures in place of each category of

the ordinal dependent variable (Funds raised). The results show that 22.64% of the times one would find organisation that are having fundraising procedure in place are reporting that they are in the category of less than N\$100,000.00 raised per year. However for the organisation with no fundraising procedure in place are reporting that 31.99% of the times they are in the category of less than N\$100,000.00. Therefore, for the organisation that are having no fundraising procedure in place, are reporting the highest percentage of probability of $(31.99\% - 24.64\%) = 7.35\%$.

Table 4.19: Procedures vs Funds raised between N\$100,000.00 – N\$500,000.00

V402	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.204766	.0586666	3.49	0.000	.0897816	.3197505
No	.1443258	.0799165	1.81	0.071	-.0123077	.3009592

The results give the AAPs for the organisation having fundraising procedures in place, and for the organisation having no fundraising procedures in place of each category of the ordinal dependent variable (Funds raised). The results show that 20.47% of the times, one would find organisations that are having fundraising procedures in place reporting that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. However for the organisation with no fundraising procedure in place they are reporting that 14.43% of the times they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisation that are having fundraising procedures in place, they reported the highest percentage of probability of $(20.47\% - 14.43\%) = 6.04\%$.

Table 4.20: Procedures vs Funds raised >N\$500,000.00

V402	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.4671115	.0600131	7.78	0.000	.349488	.5847349
No	.1399884	.0852548	1.64	0.101	-.0271081	.3070848

The results give the AAPs for the organisation having fundraising procedure in place, and for the organisation having no fundraising procedures in place of each category of the ordinal dependent variable (Funds raised). The results show that 46.71% of the times one would find organisation that are having fundraising procedure in place are reporting that they are in the category of funds more than \$500,000.00 raised per year. However for the organisation with no fundraising procedure in place are reporting that 13.99% of the times that they are in the category of funds more than N\$500,000.00 raised per year. Therefore, for the organisation that are having fundraising procedure in place, are reporting the highest percentage of probability of $(47.71\% - 13.99\%) = 33.72\%$.

Table 4.21: Student interns vs Funds raised N/A

V702a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1. No student interns:	.1428262	.0510776	2.80	0.005	.0427159	.2429365
2. < 5 student interns:	.1014843	.0325408	3.12	0.002	.0377056	.165263
3. > 6 student interns:	.210936	.0853457	2.47	0.013	.0436615	.3782105

AAPs (Average Adjusted Predictions):

V702: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs for organisations that are having: no student interns, < 5 student interns and > 6 student's intern of each category of the ordinal dependent variable (Funds raised). The results show that 14.28% of the times one would find organisations that are having no student interns, are reporting that they are the category

of no funds applicable. However for the organisations that are having less than 5 student interns, are reporting that 10.14% of the times they are the category of no funds applicable. For the organisation that are having more than 6 student interns, they are reporting that 21.09% of the times they are the category of no funds applicable. Therefore, for the organisation that are having more than 6 student interns, are reporting the highest percentage of probability of 21.09%.

Table 4.22: Student interns vs Funds raised <N\$100,000.00

V702a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1. No student interns:	.2406112	.0671016	3.59	0.000	.1090944	.372128
2. < 5 student interns:	.1821705	.0612789	2.97	0.003	.0620661	.3022749
3 > 6 students' intern:	.2953358	.0789616	3.74	0.000	.1405739	.4500978

The results give the AAPs for organisations that are having: no student's intern, < 5 student's intern and > 6 student's intern of each category of the ordinal dependent variable (Funds raised). The results show that 24.06% of the times one would find organisations that are having no student's intern, are reporting that they are in the category of less than N\$100,000.00 raised per year. However for the organisations that are having less than 5 student interns, are reporting that 18.21% of the times they are in the category of less than N\$100,000.00 raised per year. For the organisations that are having more than 6 student interns, are reporting that 29.53% of the times they are in the category of less than N\$100,000.00 raised per year. Therefore, for the organisations that are having more than 6 student interns, are reporting the highest percentage of probability of 29.53%.

Table 4.23: Student interns vs Funds raised between N\$100,000.00 – N\$500,000.00

V702a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
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1. No student interns:	.2087433	.0595564	3.50	0.000	.0920148	.3254718
2. < 5 student interns:	.1970721	.0591267	3.33	0.001	.0811859	.3129583
3. > 6 students' intern:	.1999932	.059301	3.37	0.001	.0837654	.316221

The results give the AAPs for organisations that are having: no student's intern, < 5 student's intern and > 6 student's intern of each category of the ordinal dependent variable (Funds raised). The results show that 20.87% of the times one would find organisations that are having no student's intern, are reporting that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. However for the organisations that are having less than 5 student interns, are reporting that 19.70% of the times they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. For the organisations that are having more than 6 student interns, are reporting that 19.99% of the times they are in the category of funds between N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisations that are having no student interns, are reporting the highest percentage of probability of 20.87%.

Table 4.24: Student interns vs Funds raised >N\$500,000.00

V702a	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
1. No student interns:	.4078193	.0831454	4.90	0.000	.2448572	.5707813
2. < 5 student interns:	.5192731	.0924129	5.62	0.000	.3381473	.700399
3. > 6 students' intern:	.2937349	.0890867	3.30	0.001	.1191283	.4683416

The results give the AAPs for organisations that are having: no student's intern, < 5 student's intern and > 6 student's intern of each category of the ordinal dependent variable (Funds raised). The results show that 40.78% of the times one would find organisations that are having no student's intern, are reporting that they are in the category of funds raised more than N\$500,000.00 per year. However for the organisations that are having less than 5 student interns, are reporting that 51.92% of the times they are in the category of funds raised more than N\$500,000.00 per year. For the

organisations that are having more than 6 student interns, are reporting that 29.37% of the times they are in the category of funds more than N\$500,000.00 per year. Therefore, for the organisations that are having less than 5 student interns, are reporting the highest percentage of probability of 20.87%.

Table: 4.25: Fundraising Strategies vs Funds raised N/A

V1309: Fundraising Through Electronic Media such as online fundraising, YouTube

	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.0612365	.0325271	1.88	0.060	-.0025153	.1249884
No	.1396038	.0457362	3.05	0.002	.0499624	.2292451

AAPs (Average Adjusted Predictions):

V1309: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs for organisations that they fundraise through *Electronic Media such as online fundraising, YouTube* each category of the ordinal dependent variable (Funds raised). The results show that 6.12% of the times one would find organisations that are making use of the electronic media, are reporting that they are the category of no funds applicable. However for the organisations that are not making use of the electronic media, are reporting that 13.96% of the times they are in the category of no funds applicable. Therefore for the organisations that are not making use of the electronic media, are reporting the highest percentage of probability of (13.96%-6.12%) =7.84%.

Table 4.26: Fundraising Strategies vs Funds raised <N\$100,000.00

V1309: Fundraising Through Electronic Media such as online fundraising, YouTube

	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.1397181	.0671095	2.08	0.037	.008186	.2712502
No	.2726986	.0700309	3.89	0.000	.1354406	.4099567

The results give the AAPs for organisations that raise funds through *Electronic Media such as online fundraising, YouTube* each category of the ordinal dependent variable (Funds raised). The results show that 13.97% of the times one would find organisations that are making use of the electronic media, are reporting that they are in the category of less than N\$100,000.00 raised per year. However for the organisations that are not making use of the electronic media, are reporting that 27.26% of the times they are in the category of less than N\$100,000.00 raised per year. Therefore, for the organisations that are not making use of the electronic media, are reporting the highest percentage of probability of $(27.26\% - 13.97\%) = 13.29\%$.

Table 4.27: Fundraising Strategies vs Funds raised between N\$100,000.00 – N\$500,000.00

V1309: Fundraising Through Electronic Media such as online fundraising, YouTube

	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.1886254	.0678523	2.78	0.005	.0556374	.3216134
No	.2291939	.0641706	3.57	0.000	.1034218	.354966

The results give the AAPs for organisations that they fundraise funds through *Electronic Media such as online fundraising, YouTube* each category of the ordinal dependent variable (Funds raised). The results show that 18.86% of the times one would find organisations that are making use of the electronic media are reporting that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year, however for the organisations that are not making use of the electronic media, are reporting that 22.91% of the times are reporting that they are in the category of funds raised between

N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisations that are not making use of the electronic media, are reporting the highest percentage of probability of (22.91%-18.86%) = 4.05%.

Table 4.28: Fundraising Strategies vs Funds raised >N\$500,000.00
V1309: Fundraising Through Electronic Media such as online fundraising, YouTube

	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.61042	.1302769	4.69	0.000	.355082	.8657581
No	.3585037	.0662017	5.42	0.000	.2287508	.4882566

The results give the AAPs for organisations that they fundraise funds through *Electronic Media such as online fundraising, YouTube* each category of the ordinal dependent variable (Funds raised). The results show that 61.04% of the times one would find organisations that are making use of the electronic media are reporting that they are in the category of funds more than N\$500,000.00 per year. However, for the organisations that are not making use of the electronic media, are reporting that 35.85% of the times are reporting that they are in the category of funds more than N\$500,000.00 per year. Therefore, for the organisations that are making use of the electronic media, are reporting the highest percentage of probability of (61.04%-35.85%) = 25.19%.

Table 4.29: Local donor's agencies vs Funds raised N/A
V1503: Margin

	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.2167843	.083997	2.58	0.010	.0521531	.3814155
No	.0914337	.0319135	2.87	0.004	.0288844	.153983

AAPs (Average Adjusted Predictions):

V1503: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs the **Local donor's agencies:** are they current major donors/sponsors for the organisation each category of the ordinal dependent variable (Funds raised). The results show that 21.67% of the times organisations that are having the local donor agencies that are the current major sponsors, are reporting that they are in category of no funds applicable. However for the organisations that are not having the local donor agencies as their current major sponsors, are reporting that 9.14% of the times they are in the category of no funds applicable. Therefore for the organisations that are having local donor agencies as their major current sponsors, are reporting the highest percentage of probability of $(21.67\% - 9.14\%) = 12.53\%$.

Table 4.30: Local donor's agencies vs Funds raised <N\$100,000.00

	V1503: Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.3094603	.0820359	3.77	0.000	.148673	.4702476
No	.1954256	.0539512	3.62	0.000	.0896832	.301168

The results give the AAPs the **Local donor's agencies:** are they current major donors/sponsors for the organisation each category of the ordinal dependent variable (Funds raised). The results show that 30.94% of the times the organisations that are having the local donor agencies as current major sponsors, are reporting that they are in the category of less than N\$100,000.00 raised per year. However for the organisations that are not having local donor agencies as their current major sponsors, are reporting that 19.54% of the times, they are in the category of less than N\$100,000.00 raised per year. Therefore, for the organisations that are having local donor agencies as their major

current sponsor, are reporting the highest percentage of probability of (30.94%-19.54%) =11.40%.

Table 4.31: Local donor's agencies vs Funds raised between N\$100,000.00 – N\$500,000.00

V1503: Margin	Std. Err.	z	P> z	[95% Conf. Interval]
Yes .1981912	.0622987	3.18	0.001	.0760881 .3202943
No .2033175	.0579825	3.51	0.000	.0896738 .3169612

The results give the AAPs the **Local donor's agencies:** are they current major donors/sponsors for the organisation each category of the ordinal dependent variable (Funds raised). The results show that 19.81% of the times the organisations that are having local donor agencies are the as current major sponsors are reporting that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. However, for the organisations that are not having the local donor agencies as their current major sponsors, are reporting that 20.33% of the times, they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisations that are not having local donor agencies as their major current sponsor, are reporting the highest percentage of probability of (20.33%-19.81%) =0.52%.

Table 4.32: Local donor's agencies vs Funds raised >N\$500,000.00

1503: Margin	Std. Err.	z	P> z	[95% Conf. Interval]
Yes .2755642	.0786297	3.50	0.000	.1214529 .4296756
No .5098232	.0674412	7.56	0.000	.3776408 .6420056

The results give the AAPs the **Local donor's agencies:** are they current major donors/sponsors for the organisations each category of the ordinal dependent variable (Funds raised). The results show that 27.55% of the times the organisations that are having the local donor agencies are the as current major sponsors are reporting that they

are in the category of funds more than N\$500,000.00 per year. However, for the organisations that are not having the local donor agencies as their current major sponsors, are reporting that 50.98% of the times, they are in the category of funds more than N\$500,000.00 per year. Therefore, for the organisations that are not having local donor agencies as their major current sponsor, are reporting the highest percentage of probability of $(50.98\% - 27.55\%) = 23.43\%$.

Table 4.33: International donor's agencies vs Funds raised N/A

V1504: Margin	Std. Err.	z	P> z	[95% Conf. Interval]
Yes .1145648	.04628	2.48	0.013	.0238576 .205272
No .1335229	.0510919	2.61	0.009	.0333845 .2336612

AAPs (Average Adjusted Predictions):

V1504: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs the **International donor agencies:** are they current major donors/sponsors for the organisations each category of the ordinal dependent variable (Funds raised). The results show that 11.45% of the times the organisations that are having the International donor agencies as the current major sponsors, are reporting that they are in the category of no funds applicable. However for the organisations that are not having the International donor agencies as their current major sponsors, are reporting that 13.35% of the times they are in the category of no funds applicable. Therefore, for the organisations that are not having International donor agencies as their major current sponsor, are reporting the highest percentage of probability of $(13.35\% - 11.45\%) = 1.9\%$.

Table 4.34: International donor's agencies vs Funds raised <N\$100,000.00

V1504: Margin	Std. Err.	z	P> z	[95% Conf. Interval]
Yes .2313483	.0626511	3.69	0.000	.1085544 .3541422
No .2551646	.0802135	3.18	0.001	.097949 .4123801

The results give the AAPs the **International donor's agencies:** are they current major donors/sponsors for the organisation each category of the ordinal dependent variable (Funds raised). The results show that 23.13% of the times the organisations that are having the International donor agencies as the current major sponsors, are reporting that they are in the category of less than N\$100,000.00 raised per year. However for the organisations that are not having the International donor agencies as their current major sponsors, are reporting that 25.51% of the times they are in the category of less than N\$100,000.00 raised per year. Therefore, for the organisations that are not having International donor agencies as their major current sponsors, they are reporting the highest percentage of probability of $(25.51\% - 23.13\%) = 2.38\%$.

Table 4.35: International donor's agencies vs Funds raised between N\$100,000.00 – N\$500,000.00

V1504: Margin	Std. Err.	z	P> z	[95% Conf. Interval]
Yes .2190256	.0614715	3.56	0.000	.0985436 .3395076
No .2215562	.0629659	3.52	0.000	.0981453 .3449671

The results give the AAPs the **International donor's agencies:** are they current major donors/sponsors for the organisation each category of the ordinal dependent variable (Funds raised). The results show that 21.90% of the times the organisations that are having the International donor agencies as the current major sponsors, are reporting that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. However for the organisations that are not having the International donor agencies as their current

major sponsors, are reporting that 22.15% of the times they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisations that are not having International donor agencies as their major current sponsors, they are reporting the highest percentage of probability of $(22.15\% - 21.90\%) = 0.25\%$.

Table 4.36: International donor's agencies vs Funds raised >N\$500,000.00

V1504: Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.4350613	.0784049	5.55	0.000	.2813905 .588732
No	.3897563	.1066377	3.65	0.000	.1807503 .5987624

The results give the AAPs the **International donor's agencies:** are they current major donors/sponsors for the organisations each category of the ordinal dependent variable (Funds raised). The results show that 43.50% of the times the organisations that are having the International donor agencies as the current major sponsors, are reporting that they are in the category of funds more than N\$500,000.00 per year. However for the organisations that are not having the International donor agencies as their current major sponsors, are reporting that 38.97% of the times they are in the category of funds more than N\$500,000.00 per year. Therefore, for the organisations that are having International donor agencies as their major current sponsor, are reporting the highest percentage of probability of $(43.50\% - 38.97\%) = 4.53\%$.

Table 4.37: Charity Organisations vs Funds raised N/A

V1701 Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.0943488	.0330744	2.85	0.004	.0295241 .1591735
No	.158066	.054851	2.88	0.004	.0505601 .2655719

AAPs (Average Adjusted Predictions):

V1701: are the variables while the margins are the probability and the purpose the study will concrete on the variables and the margin.

The results give the AAPs the organisations that have partnerships or joint projects with other charity organisations each category of the ordinal dependent variable (Funds raised). The results show that 9.43% of the times the organisations that are having partnerships or joint projects with other charity organisations, are reporting that they are in the category of no funds applicable. However for the organisations that are not having partnerships or joint projects with other charity organisations, are reporting that 15.80% of the times they are in the category of no funds applicable. Therefore, for the organisations that are not having partnerships or joint projects with other charity organisations, are reporting the highest percentage of probability of $(15.80\% - 9.43\%) = 6.37\%$.

Table 4.38: Charity Organisations vs Funds raised <N\$100,000.00

V1701 Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.1904775	.0632335	3.01	0.003	.0665421 .3144129
No	.2771649	.0708199	3.91	0.000	.1383604 .4159694

The results give the AAPs the organisations have a partnerships or joint projects with other charity organisations in each category of the ordinal dependent variable (Funds raised). The results show that 19.04% of the times the organisations that are having partnerships or joint projects with other charity organisations, are reporting that they are in the category of less than N\$100,000.00 raised per year. However for the organisations that are not having partnerships or joint projects with other charity organisations, are reporting that 27.71% of the times they are in the category of less than N\$100,000.00 raised per year. Therefore, for the organisations that are not having partnerships or joint

projects with other charity organisations, are reporting the highest percentage of probability of $(27.71\% - 19.04\%) = 8.67\%$.

Table 4.39: Charity Organisations vs Funds raised between N\$100,000.00 – N\$500,000.00

V1701	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.2136876	.0615306	3.47	0.001	.0930899	.3342853
No	.2256766	.0630426	3.58	0.000	.1021154	.3492379

The results give the AAPs the organisations have a partnerships or joint projects with other charity organisations in each category of the ordinal dependent variable (Funds raised). The results show that 21.36% of the times the organisations that are having partnerships or joint projects with other charity organisations, are reporting that they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. However for the organisations that are not having partnerships or joint projects with other charity organisations, are reporting that 22.56% of the times they are in the category of funds raised between N\$100,000.00 to N\$500,000.00 per year. Therefore, for the organisations that are not having partnerships or joint projects with other charity organisations, are reporting the highest percentage of probability of $(22.56\% - 21.36\%) = 1.2\%$.

Table 4.40: Charity Organisations vs Funds raised >N\$500,000.00

V1701	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Yes	.5014861	.0902189	5.56	0.000	.3246604	.6783118
No	.3390925	.0759336	4.47	0.000	.1902653	.4879197

The results give the AAPs the organisations have a partnerships or joint projects with other charity organisations in each category of the ordinal dependent variable (Funds raised). The results show that 50.14% of the times the organisations that are having

partnerships or joint projects with other charity organisations are reporting that they are in the category of funds more than N\$500,000.00 per year. However for the organisations that are not having partnerships or joint projects with other charity organisations, are reporting that 33.90 % of the times they are in the category of funds more than N\$500,000.00 per year. Therefore, for the organisations that are having partnerships or joint projects with other charity organisations, are reporting the highest percentage of probability of $(50.14\% - 33.90\%) = 16.24\%$.

4.6 Conclusions

This section provides a brief summary of the study on factors influencing fundraising in NPOs in Khomas Region. The study made use of simple random sampling methodology and the data were interpreted using ordered logit model. The variables assessed such as: Gender, Years of working experience, fundraising procedures, number of student interns, fundraising through electronic media, use of local donor's agencies, use of international donor's agencies and partnership or joint project with other organisations to determine the extent they have an influence on the level of funding for NPOs.

- The study results shows that 79.1% of the times males reporting that they have raised more than N\$500,000.00 compared to females with only 20.6% claiming to have raised more than N\$500,000.00. This shows that the NPOs that are headed by males are able to raise more funds in comparisons to those that are headed by female counter parts.
- Furthermore the study shows that 69.32% of the times people that have worked in the organisation from 6-10years are reporting that they have raised more than

N\$500,000.00 per year. On the other hand, for people that worked in the organisation for less than 5 years, the results show that 34.8% raised more than N\$500,000 per year. However it must be noted that for people that stayed in the organization for more than 11 years only 6.03% raised more than N\$500,000.00 per year. This implies that the longer the times the persons stays in an organisations, the lesser the funds they raised.

- The results also show that 53.05% of the times one would find organisations that have more than fifteen (15) staff members raised more funds above N\$500,000.00 per year compared to 22.75% of the organisations having less than five (5) staff members. This shows that the higher the number of staff members, the higher the funds the organisations could raise.
- The study further shows 46.71% of the organisations that have fundraising procedures in place, reported that they raised more than N\$500,000.00 per year. However 13.99% for the organisations with no fundraising procedure in place were able to raise more than N\$500,000.00 per year. It is imperative to state that fundraising procedure are a necessity for an organisations to be able to raise more funds.
- The results shows that 40.78% of the times, organisations that have no student interns reported that they are in the category of those having raised funds more than N\$500,000.00 per year. However organisations having less than five (5) student interns, only 51.92% reported that they had raised more than N\$500,000.00 per year. Organisations that have more than 6 student interns, only 29.37% reported that they raised more than N\$500,000.00 per year.

Therefore it is important for NPOs to take note and consider the number of student interns for it has an influence on the level of fundings for NOPS.

- The use of the electronic media as a fundraising strategy also has an influence on the level of funding for NPOs. It was observed in this study that 61.04% of the times organisations that are making use of the electronic medias are in the category of those raising funds more than N\$500,000.00 per year. This is incomparison to 35.85% of the organisations not making use of the electronic medias who were able to raise more than N\$500,000.00 It is advisable that NPOs consider the usage of electronic medias for fundraising purpose.
- The results show that 27.55% of the times o organisations have local donor agencies as their major sponsors are reporting that they were in the category of raising more than N\$500,000.00 per year. However, for the organisations that do not have the local donor ageny as their major sponsors, only 50.98% reported that they were in the category of raising more than N\$500,000.00 per year. This shows that local donor agencies contribute less to funding of NPOs.
- Unlike the organisations that have local donor agencies as their major sponsors, vthe results show that 43.50% of the times organisations that have international donor agencies as theirt major sponsors, are reporting that they were in the category of those raising more than N\$500,000.00 per year. However only 38.97% for the organisations without international donor agencies as their major sponsors reported that they were in the category of those raising more than

N\$500,000.00 per year. It is recommendable that local NPOs consider prioritizing international donor agencies for funding.

- Moreover, the study shows that only 50.14% of the times that the organisations having a partnership or joint project with other charity organisations are reporting that they were in the category of those having raised more than N\$500,000.00 per year. However the organisations that have no partnerships or joint projects with other charity organisations, only 33.90 % reported having raised more than N\$500,000.00 per year. It is important for NPOs to have partnerships or joint projects with other organisations to help to raise more funds and share costs.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a brief summary of the study, findings and recommendations for the future studies. The study analyzed the various strategies initiated by NPOs in order to improve their funding and ensure their financial sustainability. Furthermore, the study also makes a few suggestions and recommendations for NPOs to improve their level of funding and ensure financial sustainability.

5.2 Summary of the study and recommendations

The study focused on factors influencing the level of funding for NPOs in Khomas Region. A simple random sampling methodology was used and the data was analysed using an ordered logistic regression model which is used to determine funding levels for NPOs in Khomas Region. The dependent variable (raised income) in the study is coded in ordered intervals. The *Probability > Chi-square 2 = 0.0014, therefore it means that the model is significant.* The ordered logit model is used when the dependent variable takes a number of finite and discrete values that contain ordinal information such as the raised income levels that are coded in ordinal intervals. All the independent variables have been treated as categorical. The variables assessed such as: Gender, Years of working experience, fundraising procedures, number of student interns, fundraising through electronic media, use of local donor's agencies, use of international donor's agencies and partnership or joint project with other organisations to determine the extent they have an influence on the level of funding for NPOs.

The study find out that the NPOs that are headed by males are able to raise more funds in comparisons to those that are headed by female counter parts. Furthermore the study shows that in terms of percentages, for people that stayed in the organization for more than 11 years only 6.03% of the time could raise more than N\$500,000.00 per year, compare to 69.32% of the time, for people that stays in the organization between 6 to 10 years that raise more N\$500,000.00 per year. This implies that the longer the times the persons stays in an organisations, the lesser the funds they raised.

The study further states that the number of employees plays a big role as far as fundraising are concern. The higher the number of staff members, the higher the funds the organisations could raise. The study found that organisations that have fundraising procedures in place were able to raise more funds. It is thus imperative to state that fundraising procedure are a necessity for an organisations to be able to raise more funds.

Other equally important factor that should be taken in to consideration is in terms of fundraising is student interns, because the number of student interns influences the level of funding for NPOs. It is therefore important for NPOs to take note and consider the number of student interns for it has an influence on the level of funding for NOPS.

Another factor that has influence on the level of funding for NPOs is the use of the electronic media. It was observed in this study that 61.04% of the times NPOs that are making use of the electronic Medias are in the category of those raising more funds. It is therefore advisable that NPOs consider the usage of electronic Medias for fundraising purposes.

The study shows that local donor agencies contribute less to funding of NPOs. Unlike the NPOs that have local donor agencies as their major sponsors, the results show that 43.50% of the times NPOs that have international donor agencies as their major sponsors, are reporting that they were in the category of those raising more than N\$500,000.00 per year. It is recommendable that local NPOs consider prioritizing international donor agencies for funding.

Moreover, the study shows that only 50.14% of the times that the NPOs having a partnership or joint project with other charity organisations are reporting that they were in the category of those having raised more than N\$500,000.00 per year. It is important for NPOs to have partnerships or joint projects with other organisations to help to raise more funds and share costs. The study found that there has been increase in the numbers of NPOs worldwide of which Khomas Region is not an exemption. Nonetheless the study shows that some NPOs in Khomas Region were able to survive the current global financial crisis that caused a decline in the funding for NPOs.

Lastly, based on the findings of the study and the literature, it was recommended that:

- NPOs should consider issuing donation certificates of appreciation to donors, development partners and sponsors as this motivates them to continue giving, in the long-term;
- Due diligence and critical considerations should be undertaken from time to time by all NPOs to ensure that their systems and operations were in line with relevant legislation;
- NPOs should partake in research to pursue new funding levels and fundraising strategies, new donors and sponsors, from both local and international markets;

- NPOs should appoint competent managers and hire qualified consultants in fundraising, business and marketing.

5.3 Recommendations for Future Studies

This study was limited to NPOs in the Khomas Region only. It is therefore recommended that future research should be conducted to reflect the overall view of factors influencing level of funding for NPOs across the whole of Namibia. Future studies should use a larger population and larger samples to allow for generalisation of the study.

5.4 Conclusions

The finding of the study shows that it is important for NPOs to have fundraising strategies to improve their level of funding. The empirical evidence from this study uncovered unique aspects of fundraising strategies and levels of funding for the NPOs that have been supported in other studies. The study also uncovered the need for further research into fundraising strategies and the level of funding to be conducted in order to reflect the overall view of NPOs fundraising strategies and methodologies across the whole country in general.

Furthermore, the study noted that hiring of a qualified consultant in fundraising, issuing donation certificates to donor(s) and recognising and acknowledging the donors has an influence on the level of funding for NPOs. Furthermore, continued research on factors influencing the level of funding, and testing of theories will be of great benefit to any NPOs worldwide. The study revealed that are many NPOs that are struggling as a result of the current global financial crisis.

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Information provided by the respondent will be treated confidentially and will only be used for the purpose of this research only. This consent should last only 20 questions.

NPC's unique identification code is: 000000

Please put a cross in the appropriate boxes:

V101. Gender (Please Tick)

Gender	Code	Tick
Female	1	
Male	2	

V201. Tick the years that you have been working in the agricultural sector. (Please Tick)

No. of years	Code	Tick
< 3 years	1	
3 - 10 years	2	
> 10 years	3	

7. APPENDICES

Topic: An analysis of factors influencing the level of funding for Non- Profit Organisations (NPOs) of the Khomas Region

- **Objective:** This questionnaire is a snapshot aimed at collecting data from at least 40 persons dealing with fundraising strategies for each NPOs in Khomas region.

Information provided by the respondents will be treated confidentially and will only be used for the purpose of this research only. The questionnaire has only 26 questions.

NPOs unique Identification code number: 2019/000

Please put a cross in the appropriate box (s).

V101. Gender (Please Tick)

Gender	Code	Tick
Female	1	
Male	2	

V201. Tick the years that you have been working for the organisation? (Please Tick)

No of years	Code	Tick
< 5 years	1	
6 – 10 years	2	
> 10 years	3	

V300. Indicate the number of staff and board members that your organisation has?
(Please Tick)

V301	Staff	Code	Tick	V302 Board members	Code	Tick
members						
None		1		None	1	
< 5	Staff	2		<5 Board members	2	
members						
6-15	Staff	3		6-15 Board members	3	
members						
> 15	Staff	4		>15 Board Members	4	
members						

V400. Does your organisation has fundraising policies or procedures in place?
(Please Tick)

V401 Policies	Code	Tick
Yes	1	
No	2	
V402 Procedures	Code	Tick
Yes	1	
No	2	

V500. Indicate what policies or procedures your organisation has in place? (Please Tick)

		Policies	Procedures	N/A	
		Code	1	2	3
V501	Policies and procedures for sending letters to donors/sponsors				

V502	Policies and procedures for receiving and giving money				
V503	Policies and procedures for accepting and giving-in-kind donations				
V504	Policies and procedure for acknowledging and recording money				
V505	Policies and procedures for pledges and donations received				
V506	Policies and procedure for maintaining database accuracy				
V507	Policies and procedures for the restricted and unrestricted income				
V508	Policies and procedures for establishing endowments account				
V509	Policies and procedures for conducting new events / activities				
V5010	Policies and Procedures for the local and international donors				
V5011	Policies and procedures for recognition of the donors				
V5012	Others (please specify):				

V600. Do you have volunteers or student interns in your organisation? (Please Tick)

V601 Volunteers	Code	Tick
Yes	1	
No	2	
V602 Student interns	Code	Tick
Yes	1	
No	2	

V700. If yes, indicate how many volunteers or student an intern does your organisation has? (Please Tick)

V701	Code	Tick	V702 student interns	Code	Tick
volunteers					
No	1		No student interns	1	
< 5	2		< 5 student interns	2	
> 6	3		> 6 student interns	3	

V800. Which of the following plan does your organisation have in a place? (Please Tick)

Number	Plan	Code	Yes	No
V801	Business Plan	1		
V802	Strategic Plan	2		
V803	Management Plan	3		
V804	Action Plan	4		

V900. Indicate the amount your organisation raises / donations received per year?

Number	Amount	Code	V901(a)A mount raised	V901 (b) Donation Received
V901	N/A	1		
V902	< N\$ 100,000.00	2		
V903	N\$ 100,000.00 – N\$ 400,000.00	3		
V904	>N\$ 500,000.00	4		

V100. What is your experience with fundraising in your organisation? (Please Tick)

Number	Experiences	Code	Rating scale	Please Tick
V1001	N/A	1	0	
V1002	Poor experience	2	1	
V1003	Bad experience	3	2	
V1004	Neither good nor bad	4	3	
V1005	good experience	5	4	

V1100 Does your organisation have a plan and a budget in place for fundraising strategies? (Please Tick)

Plan and Budget	Code	Tick
Yes	1	
No	2	

V12. Does your organisation have a fundraising strategy in place? (Please Tick)

Fundraising strategy	Code	Tick
Yes	1	
No	2	

V1300. Which of the fundraising strategies does your organisation use to raise funds? (Please Tick)

	Fundraising Strategies	Yes	No
		Code 1	Code 2
V1301	Sales		
V1302	Events Fundraising		
V1303	Direct solicitation		
V1304	Rentals		
V1305	Pledges		
V1306	Face to face fundraising		
V1307	Peer to peer fundraising		
V1308	Fundraising in Schools		
V1309	Fundraising Through Electronic Media such as Online fundraising, YouTube		
V13010	House to House Collections		
V13011	Fundraising from Grant Making Trusts		
V13012	Payment of fundraiser on a commission basis		
V13013	Telephone fundraising		
V13014	Hiring of qualified consultant in fundraising		

V13015	Interest received from the banks			
--------	----------------------------------	--	--	--

V1400. Has your fundraising strategy have been successful at your Organisation?

Successful fundraising Strategy	Code	Tick
Yes	1	
No	2	

V1500. Who are your current major donors/sponsors for your organisation? (Please Tick)

Number	Donors		Yes	No
		Code	1	2
V1501	Individuals			
V1502	Businesses			
V1503	local donor agency			
V1504	International donor agency			
V1505	Government			

V1600. Are you aware of any other NPOs that provide similar services like your organisation? (Please Tick)

V1601. Local NPOs	Code	Tick
Yes	1	
No	2	
V1602. International NPOs	Code	Tick
Yes	1	
No	2	

V1700. Does your organisation has partnership or joint project with charity or other Organisations? (Please Tick)

V1701. Charity Organisations		Code	Tick
Yes		1	
No		2	
V1702. Private or Public Institutions		Code	
Yes		1	
No		2	

V1800. Does your organisation has a database for potential donors / sponsors? (Please Tick)

Potential donors	Code	Tick
Yes	1	
No	2	

V1900. Does your organisation issue donation certificate to your donor / sponsor(s)? (Please Tick)

Donation certificate	Code	Tick
Yes	1	
No	2	

V2000. Does your organisation do a benchmark with other local or international NPOs that are well established in terms of revenue?

V2001. Benchmark: Local NPOs	Code	Tick
Yes	1	
No	2	
V2002. Benchmark: international NPOs	Code	Tick
Yes	1	
No	2	

V2100. Are there any legal requirements or certain conditions that should be met before an Organisation secure funds from donor / sponsor (s)? (Please Tick)

Legal Requirements	Code	Tick
Yes	1	
No	2	

V2200. If the answer is yes, please indicate them

		Code	
	<i>Yes</i>	<i>1</i>	
	<i>No</i>	<i>2</i>	
	Legal Requirements	Yes	No
V2201	Audited Financial Statement		
V2202	Good standing certificates: Inland Revenue and SSC		
V2203	Deed of Trust/ Registration certificate		

V2300. What are the best ways to approach individuals for donation / sponsor (s)?

		Code	
	<i>Yes</i>	<i>1</i>	
	<i>No</i>	<i>2</i>	
	<i>Individuals Approach</i>	<i>Yes</i>	<i>No</i>
<i>V2301</i>	Social media		
<i>V2302</i>	By selling products to individuals		
<i>V2303</i>	By Writing letter requesting for sponsors		

V2400. Does your organisation compete with other competitors. If yes how?

		Code	
	<i>Yes</i>	<i>1</i>	
	<i>No</i>	<i>2</i>	
	<i>Competition Strategies</i>	<i>Yes</i>	<i>No</i>
<i>V2401</i>	By being Internationally recognized		
<i>V2402</i>	Technology approach		
<i>V2403</i>	By Hiring a qualified consultancy in fundraising		
<i>V2404</i>	by Providing a unique product		

V2500. What are the other fundraising strategies used by your organisation in order to raise more funds?

		Code	
	<i>Yes</i>	<i>1</i>	
	<i>No</i>	<i>2</i>	
	fundraising strategies	<i>Yes</i>	<i>No</i>

<i>V2501</i>	Proposal and Grand writing		
<i>V2502</i>	Fun Day		
<i>V2503</i>	Consultancy work		

V2600. Has your Organisation initiated new fundraising strategies to cope with the current economic crisis and limited funding?

	Yes	No
New Fundraising Strategies		

V2700. Indicate if there are factors that you think led to the decreased level of funding in your organisation?

		Code	
	<i>Yes</i>	<i>1</i>	
	<i>No</i>	<i>2</i>	
	Decreased factor	Yes	No
<i>V2701</i>	The country being up graded as an upper middle income		
<i>V2702</i>	Economic catastrophe (crisis)		
<i>V2703</i>	More NPOs registered		

Appendix 2: Results of the ordered logistic regression

.ologit V901a i.101 i.V201a i.V301a i.V402 i.V702a i.V1309 i.V1503 i.V1504 i.V1701, or

Iteration 0: log likelihood = -52.345697

Iteration 1: log likelihood = -38.390898

Iteration 2: log likelihood = -37.166467

Iteration 3: log likelihood = -37.14387
 Iteration 4: log likelihood = -37.143821
 Iteration 5: log likelihood = -37.143821
 Ordered logistic regression

Number of obs = 40
 LR chi2 (11) = 30.40
 Pseudo R2 = 0.2904

Log likelihood = -37.143821

Appendix 3: Results of the ordered logistic regression

. ologit V901a i.V101 i.V201a i.V301a i.V402 i.V702a i.V1309 i.V1503 i.V1504
 i.V1701, or

Iteration 0: log likelihood = -52.345697
 Iteration 1: log likelihood = -38.390898
 Iteration 2: log likelihood = -37.166467
 Iteration 3: log likelihood = -37.14387
 Iteration 4: log likelihood = -37.143821
 Iteration 5: log likelihood = -37.143821

Number of obs = 40
 LR chi2 (11) = 30.40
 Prob > chi2 = 0.0014
 Pseudo R2 = 0.2904

Ordered logistic regression

Log likelihood = -37.143821

Appendix 4: Results of the ordered logistic regression

V901a	Odds Ratio	Std. Err.	z	P> z	[95% Conf. Interval]
-------	------------	-----------	---	------	----------------------

V101					
Male	204.1422	324.0192	3.35	0.001	9.096751 4581.202

V201a 							
2	16.05288	16.62568	2.68	0.007	2.108526	122.2157	
3	.0275775	.0428854	-2.31	0.021	.0013088	.5810973	
4. V301a 							
1	10.25367	11.59576	2.06	0.040	1.117544	94.07925	
V402 							
No	.0517308	.0799854	-1.92	0.055	.0024982	1.071184	
V702a 							
2	2.258466	2.110172	0.87	0.383	.3618289	14.09691	
3	.4039221	.4035843	-0.91	0.364	.0569912	2.862775	
V1309 							
No	.1844577	.1915988	-1.63	0.104	.0240847	1.412707	
V1503 							
No	6.033847	5.4615	1.99	0.047	1.02361	35.56757	
V1504 							
No	.7295176	.6964172	-0.33	0.741	.1123197	4.738226	
V1701 							
No	.3282213	.2663479	-1.37	0.170	.0669	1.610302	

Appendix 5: Sub Section of the tablet

/cut1	-.5042462	1.830924			-4.092792	3.084299
/cut2	1.933903	1.7596			-1.514849	5.382656
/cut3	3.46969	1.83146			-.119905	7.059286

Appendix 6: Variables Lists

V901a:	Amount organisation rises
V101:	Gender
V201a:	Years of working experience

- V301a: Number of staff members
- V402: Fundraising procedures
- V702a: Number of student interns
- V1309: Fundraising through electronic media
- V1503: Local donor's agency
- V1504: International donor's agency
- V1701: Partnership or joint project with other Organisations

Appendix 7: Amount raised per year

1. Indicate the amount your organisation raises / donations received per year? (V901a)

Variables	Amount raised per year	Code	Amount raised
V901	N/A	1	
V902	< N\$ 100,000.00	2	
V903	N\$ 100,000.00 – N\$ 500,000.00	3	
V904	>N\$ 500,000.00	4	

Appendix 8: Gender

2. Gender (Please Tick) v101

Variable			
V101	Gender	Code	Tick
	Female	1	
	Male	2	

Appendix 9: Working experience

3. Tick the years that you have been working for the organisation? (Please Tick)

Variables			
V201	Working experience	Code	Tick
	< 5 years	1	
	6 – 10 years	2	
	> 11 Years	3	

Appendix 10: Staff members

4. Indicate the number of staff and board members that your organisation has?

(Please Tick)

Variables			
V301	Staff members	Code	Tick
	None	1	
	< 5 Staff members	2	
	6-15 Staff members	3	
	> 15 Staff members	4	

Appendix 11: Procedures

5. V400. Does your organisation have fundraising policies and procedures in place?

(Please Tick)

Variable			
V402	Procedures	Code	Tick

	Yes	1	
	No	2	

Appendix 12: Student interns

6. If yes, indicate how many volunteers or student interns do you work with?

(Please Tick)

Variables		Code	Tick
V702	student interns		
	No student interns	1	
	< 5 student interns	2	
	> 6 student interns	3	

Appendix 13: Fundraising Strategies

7. Which of the fundraising strategies do your organisations use to raise funds?

(Please Tick)

Variable	Fundraising Strategies	Yes		No	
		Code	1	Code	2
V1309	Fundraising Through Electronic Media such as Online fundraising, YouTube				

Appendix 14: Local and internal donor agencies

8. Who are your current major donors/sponsors for your organisation? (Please

Tick)

Variables	Donors		Yes	No
		Code	1	2
V1503	Local donor's agency			
V1504	International donor's agency			

Appendix 15: Partnership or joint project with another charity work

9. Does your organisation have a partnership or joint project with another charity work or Organisations? (Please Tick)

Variable			
V1701	Charity Organisations	Code	Tick
	Yes	1	
	No	2	

Appendix 16: Results of the ordered logistic regression

	1. V101 Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
Female	.3280875	.0827253	3.97	0.000	.165949	.490226
Male	.0224812	.0180607	1.24	0.213	-.0129172	.0578796
2. V101 						
Female	.2854049	.0810162	3.52	0.000	.126616	.4441937
Male	.0859019	.0302402	2.84	0.005	.0266322	.1451716
3. V101 						
Female	.1801163	.0536927	3.35	0.001	.0748806	.285352
Male	.0999274	.0369065	2.71	0.007	.0275919	.1722629
4. V101 						

Female	.2063914	.0494159	4.18	0.000	.1095379	.3032448
Male	.7916895	.0565618	14.00	0.000	.6808304	.9025486

Appendix 17: Results of the ordered logistic regression

Margins i.V101 i.V201a i.V301a i.V402 i.V702a i.V1309 i.V1503 i.V1504 i.V1701, predict (outcome (1))

Predictive margins

Number of obs = 40

Model VCE : OIM

Expression : Pr(V901a==1), predict(outcome(1))

Expression : Pr(V901a==2), predict(outcome(2))

Expression : Pr(V901a==3), predict(outcome(3))

Expression : Pr(V901a==4), predict(outcome(4))

Appendix 18: Predictive margins (outcome (1))

. Margins i.V101 i.V201a i.V301a i.V402 i.V702a i.V1309 i.V1503 i.V1504 i.V1701, predict (outcome (1))

Predictive margins

Number of obs = 40

Model VCE : OIM

Expression : Pr(v901a==1), predict(outcome(1))

Appendix 19: Margin

| Delta-method

Margin	Std. Err.	z	P> z	[95% Conf. Interval]
--------	-----------	---	------	----------------------

1. V101 |

Female	.3280875	.0827253	3.97	0.000	.165949	.490226
Male	.0224812	.0180607	1.24	0.213	-.0129172	.0578796

2. V201a |

1	.1741459	.0745524	2.34	0.019	.0280259	.3202658
2	.0208047	.0183756	1.13	0.258	-.0152108	.0568202
3	.6064718	.1644142	3.69	0.000	.2842259	.9287178

3. V301a |

2	.270611	.1042752	2.60	0.009	.0662354	.4749865
4	.1069983	.030684	3.49	0.000	.0468587	.1671379

4. V402 |

Yes	.1017125	.0380151	2.68	0.007	.0272041	.1762208
No	.3957184	.1944531	2.04	0.042	.0145975	.7768394

5. V702a |

1	.1428262	.0510776	2.80	0.005	.0427159	.2429365
2	.1014843	.0325408	3.12	0.002	.0377056	.165263
3	.210936	.0853457	2.47	0.013	.0436615	.3782105

6. V1309 |

Yes	.0612365	.0325271	1.88	0.060	-.0025153	.1249884
No	.1396038	.0457362	3.05	0.002	.0499624	.2292451

7. V1503 |

Yes	.2167843	.083997	2.58	0.010	.0521531	.3814155
No	.0914337	.0319135	2.87	0.004	.0288844	.153983

8. V1504 |

Yes	.1145648	.04628	2.48	0.013	.0238576	.205272
No	.1335229	.0510919	2.61	0.009	.0333845	.2336612

9. V1701 |

Yes | .0943488 .0330744 2.85 0.004 .0295241 .1591735
 No | .158066 .054851 2.88 0.004 .0505601 .2655719

Appendix 20: Predictive margins (outcome (2))

. Margins i.V101 i.V201a i.V301a i.V402 i.V702a i.V1309 i.V1503 i.V1504 i.V1701, predict (outcome (2))

Predictive margins Number of obs = 40

Model VCE : OIM

Expression : Pr(v901a==2), predict(outcome(2))

	Delta-method		Margin	Std. Err.	z	P> z	[95% Conf. Interval]
--	--------------	--	--------	-----------	---	------	----------------------

. V101

Female | .2854049 .0810162 3.52 0.000 .126616 .4441937
 Male | .0859019 .0302402 2.84 0.005 .0266322 .1451716

2. V201a |

1 | .2886457 .0772196 3.74 0.000 .1372981 .4399933
 2 | .1221416 .0534972 2.28 0.022 .017289 .2269942
 3 | .2462257 .1053825 2.34 0.019 .0396798 .4527716

2. V301a |

2 | .3101583 .0774943 4.00 0.000 .1582722 .4620443
 4 | .1747579 .0537247 3.25 0.001 .0694593 .2800564

2. V402 |

Yes | .22641 .0555484 4.08 0.000 .1175371 .335283
 No | .3199674 .100545 3.18 0.001 .1229028 .5170321

2. V702a |

1	.2406112	.0671016	3.59	0.000	.1090944	.372128
2	.1821705	.0612789	2.97	0.003	.0620661	.3022749
3	.2953358	.0789616	3.74	0.000	.1405739	.4500978
2. V1309 						
Yes	.1397181	.0671095	2.08	0.037	.008186	.2712502
No	.2726986	.0700309	3.89	0.000	.1354406	.4099567
2. V1503 						
Yes	.3094603	.0820359	3.77	0.000	.148673	.4702476
No	.1954256	.0539512	3.62	0.000	.0896832	.301168
2. V1504 						
Yes	.2313483	.0626511	3.69	0.000	.1085544	.3541422
No	.2551646	.0802135	3.18	0.001	.097949	.4123801
2. V1701 						
Yes	.1904775	.0632335	3.01	0.003	.0665421	.3144129
No	.2771649	.0708199	3.91	0.000	.1383604	.4159694

Appendix 21: Predictive margins (outcome (3))

. Margins i.V101 i.V201a i.v301a i.V402 i.v702a i.V1309 i.V1503 i.V1504 i.V1701,
predict (outcome (3))

Predictive margins Number of obs = 40

Model VCE : OIM

Expression : Pr(v901a==3), predict(outcome(3))

	Delta-method				
	Margin	Std. Err.	z	P> z	[95% Conf. Interval]

3. V101 |

Female	.1801163	.0536927	3.35	0.001	.0748806	.285352
--------	----------	----------	------	-------	----------	---------

Male	.0999274	.0369065	2.71	0.007	.0275919	.1722629
3. V201a 						
1	.1891673	.0581114	3.26	0.001	.075271	.3030636
2	.1638426	.0550999	2.97	0.003	.0558487	.2718365
3	.0869346	.0481325	1.81	0.071	-.0074034	.1812727
3. V301a]						
2	.1916643	.0651547	2.94	0.003	.0639635	.3193651
4	.1876558	.0588486	3.19	0.001	.0723147	.3029969
3. V402 						
Yes	.204766	.0586666	3.49	0.000	.0897816	.3197505
No	.1443258	.0799165	1.81	0.071	-.0123077	.3009592
3. V 702a 						
1	.2087433	.0595564	3.50	0.000	.0920148	.3254718
2	.1970721	.0591267	3.33	0.001	.0811859	.3129583
3	.1999932	.059301	3.37	0.001	.0837654	.316221
3. V1309 						
Yes	.1886254	.0678523	2.78	0.005	.0556374	.3216134
No	.2291939	.0641706	3.57	0.000	.1034218	.354966
3. V 1503 						
Yes	.1981912	.0622987	3.18	0.001	.0760881	.3202943
No	.2033175	.0579825	3.51	0.000	.0896738	.3169612
3. V1504 						
Yes	.2190256	.0614715	3.56	0.000	.0985436	.3395076
No	.2215562	.0629659	3.52	0.000	.0981453	.3449671
3. V1701 						
Yes	.2136876	.0615306	3.47	0.001	.0930899	.3342853
No	.2256766	.0630426	3.58	0.000	.1021154	.3492379

Appendix 22: Predictive margins (outcome (4))

. Margins i.V101 i.V201a i.V301a i.V402 i.V702a i.V1309 i.V1503 i.V1504 i.V1701,
predict (outcome (4))

Predictive margins
40

Number of obs =

Model VCE : OIM

Expression : Pr(v901a==4), predict(outcome(4))

	Delta-method					
	Margin	Std. Err.	z	P> z	[95% Conf. Interval]	
4. V101 						
Female	.2063914	.0494159	4.18	0.000	.1095379	.3032448
Male	.7916895	.0565618	14.00	0.000	.6808304	.9025486
4. V201a 						
1	.3480412	.0619663	5.62	0.000	.2265896	.4694928
2	.6932111	.0864381	8.02	0.000	.5237955	.8626266
3	.0603678	.0473819	1.27	0.203	-.0324989	.1532346
4. V301a 						
2	.2275665	.0727169	3.13	0.002	.085044	.3700889
4	.5305881	.0768389	6.91	0.000	.3799865	.6811896
4. V402 						
Yes	.4671115	.0600131	7.78	0.000	.349488	.5847349
No	.1399884	.0852548	1.64	0.101	-.0271081	.3070848
4. V702a 						
1	.4078193	.0831454	4.90	0.000	.2448572	.5707813
2	.5192731	.0924129	5.62	0.000	.3381473	.700399

3	.2937349	.0890867	3.30	0.001	.1191283	.4683416
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4. V1309 |

Yes	.61042	.1302769	4.69	0.000	.355082	.8657581
No	.3585037	.0662017	5.42	0.000	.2287508	.4882566

4. V1503 |

Yes	.2755642	.0786297	3.50	0.000	.1214529	.4296756
No	.5098232	.0674412	7.56	0.000	.3776408	.6420056

4. V1504 | Margin Std. Err. z P>|z| [95% Conf. Interval]

Yes	.4350613	.0784049	5.55	0.000	.2813905	.588732
No	.3897563	.1066377	3.65	0.000	.1807503	.5987624

4. V1701 |

Yes	.5014861	.0902189	5.56	0.000	.3246604	.6783118
No	.3390925	.0759336	4.47	0.000	.1902653	.4879197



Appendix 23: Research Permission letter



19th June 2019

TO WHOM IT MAY CONCERN

**Re: MBA FINANCE STUDENT – MS LUISE NDATEELELA SHADUKA – STUDENT NO:
201101680**

As part of our Master of Business Administration Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategy. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Shaduka has chosen your organisation to approach for information. It is against this background that I wish to kindly request you to assist Ms. Shaduka with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on “An analysis of factors influencing the level of fundraising for NPOs of the Khomas Region in Namibia”.

Your kind assistance is highly appreciated.

Yours sincerely

Dr. Greenfield Mwakipesile
Head of Research
Namibia Business School
University of Namibia
Tel: +246 61 413 500
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Email: mwaki@g@nbs.edu.na ; mwaki@g@unam.na

Appendix 24: Research permission to BIPA



13th March 2018

Business and Intellectual Property Authority (BIPA)
188 Sam Nujoma Drive
PO Box 185
Windhoek

Attention: Ms. A. Husselmann

cc. Mr. Lazarus Tembo

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Head of Research

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The Rev. Dr. Greenfield Mwakipesile

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CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

22nd December 2019

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF LUISE NDATEELELA SHADUKA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread LUISE NDATEELELA SHADUKA'S Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN ANALYSIS OF FACTORS INFLUENCING THE LEVEL OF FUNDRAISING FOR NON-PROFIT ORGANISATIONS OF THE KHOMAS REGION OF NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



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Dr. Greenfield
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