



ADDIS ABABA UNIVERSITY
COLLEGE OF JOURNALISM AND COMMUNICATION
PUBLIC RELATION AND STRATEGIC COMMUNICATION

A RESEARCH ON

**ASSESSMENT OF STRATEGIC COMMUNICATION TOWARDS
RESOURCE MOBILIZATION AT NATIONAL NGOS, IN CASE OF
CHARITY ORGANIZATIONS IN THREE REGIONS.**

A research in Partial fulfillment of an M.A in Public Relation and
Strategic Communication

By: Zelalem Simeneh

October, 2019

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ABBREVIATIONS AND ACRONYMS

AA BOLSA	Addis Ababa Bureau of Labor and Social Affair
AA BOWCA	Addis Ababa Bureau of Women and Children Affair
AA HAPCO	Addis Ababa HIV AIDS Prevention and Control Office
AA BoH	Addis Ababa Bureau Of Health
CVC	Caring for Vulnerable Children
CC	Community Committee
CM	Case Management
DD BOWCA	Dire Dawa Bureau of Women and Children Affair
DD BOLSA	Dire Dawa Bureau of Women and Children Affair
DD HAPCO	Dire Dawa HIV AIDS Prevention and Control Office
DD BoH	Dire Dawa Bureau Of Health
ES	Economic Strengthening
ESSWA	Ethiopian Sociologist and Social Anthropologist Association
Fhi360	Family Health International
FHIDO	Faya Health Integrated Development Organization
LIP	List of Implementing Partner
ORO BOLSA	Oromiya Bureau of Labor and Social Affair
OVC	Orphan and Vulnerable Children
PDA	Plan & Development Agency
PR	Public Relation
PRSC	Public Relation Strategic Communication
PSS	Psychosocial Support
RM	Resource Mobilization
SC	Strategic Communication
USAID	United State of America International Development
UNAID	United Nation Aid
WHO	World Health Organization

Declaration

Addis Ababa University

School of Graduate studies

This is to certify that the thesis is prepared by Zelalem Simeneh entitled “Assessment of strategic communication towards resource mobilization at national NGOs, in case of charity organizations in three regions.” and submitted in partial fulfillment of the requirements for the Degree of Masters of Arts in Public Relations and Strategic Communication. It complies with the regulations of the university and meets the accepted standards with respect to originality and equality.

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ABSTRACT

The main Purpose and contribution of this thesis is related to a multi- level framework of the resource mobilization process of community ventures that integrates insights from the resource dependence theory, legitimacy, social embedded-ness, and entrepreneurial orientation approaches. These approaches enabled me to explore how mechanisms and actors are likely to work at different levels and times throughout the process of mobilizing resources. The results from this thesis will hopefully assist practitioners and policy makers in stimulating more community ventures within local communities.

In order to undertake this research the study followed mixed research method to obtain the required data and information to finalize the study with an acceptable set of results in the areas of strategic communication and resource mobilization.

The study could also vividly identified the findings within the three NGOs as to be the existing competition among NGOs in the same sector, the political influence and interference was also considered to be hindering challenges, the inadequate awareness on available opportunity; this study also outlined the concrete opportunities within the three NGOs, included in the list of opportunity : experience of the NGO towards RM, availability of the CCC, the condition of stable working team, the networking and referral system, Partnership and collaboration and the amended charity law was the opportunity findings. With regards to the relationship existing between strategic communication and resource mobilization, the study defined the amicable relation with the government structure and the use of strategic communication approach, the inadequacy of strategic and operational plan and the capacity building and advocacy as strategy was the identified findings from the research. The study also established findings like the referral service to CCC and the minimal communication and branding to respond on the importance of strategic communication towards resource mobilization of the three NGOs in referral linkage.

This study after critical review and analysis of the study process made the following recommendation. First, creating and strengthening different awareness on opportunity. Second, the promotion of organizational branding. Third, continuous capacity building of CC. Fourth, Improving the reporting and documentation process of the three NGO's activities. Fifth, communicating results was part of the recommendation made from the study.

1. INTRODUCTION

Communication is a social process that is essential for building sustainable development initiatives and creating environments in which participants share an understanding of the purpose and goals, and implement measures to achieve them.

Communication in the public sphere as well as within organizational contexts has attracted the interest of researchers over the past century. Current for most of citizen engagement and community development, partly enabled through digital communication, have further enhanced the visibility and relevance of non-profit communication. These are performed by the civil society, which is “the organized expression of the values and interests of society” (Castells, 2008), in the public sphere. Non-profit communication feeds the public sphere as “the discursive processes in a complex network of persons, institutionalized associations and organizations”, whereas those “discourses are a civilized way of disagreeing openly about essential matters of common concern” (Jensen, 2002).

Corporate communication as the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization’s ability to retain its license to operate. (Cees B. M Van Riel and Charles J, 2007)

The two key words that comprise the term strategic communication are particularly significant. First, these activities are strategic, not random or unintentional communications—even though unintended consequences of communications can adversely impact the ability of an organization to achieve its strategic goals. Importantly, strategic must not be defined narrowly. Instead, strategic is a rich, multidimensional concept that needs to be examined broadly.

Second, the concept of strategic communication emphasizes the fact that communication ought to be the focal interest of communications scholarship. The value of such an approach is readily apparent if communication is defined as the constitutive activity of management. Researchers have an important opportunity to renew their interest in examining and understanding what organizations actually do to create and exchange meaning with others.

This involves the circumstances in which communication processes occur, communication processes themselves, and communication outcomes. In this regard, a wide range of constituents is important to organizations. Strategic communication research can focus on how organizations interact with customers, employees, investors or donors, government officials, and community leaders (including media). Insights gained from research involving one group can inform understanding about how organizations interact with other groups.

Strategic communication also includes examining how an organization presents itself in society as a social actor in the creation of public culture and in the discussion of public issues. Research can be informed by looking beyond the bounds of traditional communications disciplines to include such diverse activities as public diplomacy, psychological operations by the military and social marketing.

The two keywords that comprise the term strategic communication are particularly significant. First, these activities are strategic, not random or unintentional communications—even though unintended consequences of communications can adversely impact the ability of an organization to achieve its strategic goals. Importantly, strategic must not be defined narrowly. Instead, strategic is a rich, multidimensional concept that needs to be examined broadly. Second, the concept of strategic communication emphasizes the fact that communication ought to be the focal interest of communications scholarship. The value of such an approach is readily apparent if communication is defined as the constitutive activity of management.

According to Musundi (2015) a resource is any physical or non-physical entity of limited availability that needs to be utilized to obtain a benefit. Organizations require resources in order to carry out their activities. NGOs have always relied on the generosity of donor organizations to support their projects activities through grants and donations. Currently, many NGOs are competing for the same resources whereas these resources are scarce. This has forced some NGOs to end their operations because they are unable to sustain their activities. Resources can be obtained in many ways; some resources are raised in form of cash for example through financial grants from grant making organizations, donations from donors and membership fee. Non-financial resources are raised in form of volunteer work, leasing of equipment and facilities, Skills and capacity building. The scarcity of resources available for NGOs calls for resource mobilization which is a process whereby resources both financial and non-financial resources are mobilized either externally or internally to support

organization activities (Batti, 2014). However, resource mobilization requires a lot of time and skills to seek resources from different sources and the pressure to mobilize resources may lead the organizations to use methods that compromise the values they are fighting for through their work (Batti, 2014).

Civic society organizations are important social actors that can contribute to the overall development and democratization process of any society. These contributions become more significant in developing countries like Ethiopia, where abject poverty still dominates the livelihood of the people; democratic values and system of governance are yet at the infancy. Civil society organizations are historically tested organs of interest aggregation and representing common voice in society. Though Ethiopia very much yearns for the catalytic role of these important social actors, they are not in a position to play their roles effectively. This is because they themselves need an enabling environment that could facilitate and equip them for the task they are required to carry out the by society. So far CSO contribution has been limited to service provision and civil awareness creation. The necessary partnership and constructive engagement with the government is not at the desired level. This has to improve and the two actors should start recognizing each other and dialogue should be the instrument of choice in order to enhance and maximize constructive engagement. This study was commissioned by OSJE, an organization committed for social justice and with a strong desire to promote civic engagement.

All the selected 3 NGOs have been implementing similar project in their respective regions. They tend to undertake child focused project since 2017 for about 34,006 OVC in total.

1.1. Background of the study

Communication is very important for non-profit organizations, between each other and to the public. A research conducted by Batti (2013:p.339) indicated that more than 90% of NGOs are targeting beneficiaries, funding bodies, and governments in their communication. Communication serves many functions in NGOs. According to Richmond & McCroskey (2005), the functions are to inform, regulate, integrate, manage, persuade, and socialize. Resource mobilization in kind with Kebele level CCC or CC is the existing form of mobilization efforts and being the integral part of referral linkage project ; focal personnel existed that could play role in the joint planning and common strategies. The overall

outcome of the resource mobilization has not been satisfactory or to the expected level, the fund-raising PR and general PR share common understanding.

Competition in the non-profit world has intensified in recent years, and non-profit managers are challenged to devise strategies that will serve both organizational needs and public interest (Chetkovich & Frumkin, 2002). The longstanding tradition of cooperation in the non-profit sector is facing powerful pressures that are driving it toward greater competition (Richie & Weinberg, 2000).

According to Stone et al. (1999) non-profits pursue both competitive and cooperative strategies; competitive strategies are those used by nonprofits to pursue new revenue streams while cooperative strategies are those that link the focal organization to others to pursue common funding flows or client referrals. Based on their study, more research attention needs to be placed on aspects of non-profit competitive or market driven strategies than cooperative strategies that are relatively well documented.

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

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

mission, potential to attract resources, competitive position and alternative coverage (Allison & Kaye, 2005). Fit with mission means the degree to which a program belongs or fits within an organization; program attractiveness means the degree to which the program is attractive to the 34 organization as a basis for current and future resource deployment; competitive position means the degree to which the organization has, or is acknowledged to having, superior potential to support the program; and alternative coverage means the extent to which alternative organizations can, or are inclined to, serve the target of the program (Allison & Kaye, 2005). Clarifying the mission of the organizations is a key step in strategy formulation. It is therefore important for the strategist to identify the key groups which have a vested interest in the future of the organization and on whom the organization will depend for support, and also to assess what power and influence they have to shape and support the mission (MacMillan, 1998). The mission of the organization needs to be redefined as the organization grows or as a result of competitive pressures in the environment that alter an organizations operations (Pearce & Robinson, 2003). Any non-profit seeking to formulate a strategy should begin by establishing its mission accomplishment measures which are the indicators of effectiveness (Sheehan, 2009).

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

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

strategies that non-profits pursue. In the Kenyan context, little research has been done on competitive strategies.

A study was conducted by Arasa and Kioko (2014:10) on analysis of NGO competitive strategies in Kenya, a case of HIV/AIDS focused NGOs. Study findings indicated that the most popular strategies used in achieving specific organizational goals, purposes and objectives were: Positioning strategy to achieve positioning and visibility to the donor; internal development strategy to develop quality proposals; and collaborative strategy to learn and grow in new areas

1.2. Statement of the Problem

Availability of adequate resources in an organization has been considered to be an essential component that drives an organization towards achieving its core mandate. NGOs operations are fully dependent on the availability of resources in order to support its activities. These resources can be financial resources such as funds or non-financial resources such as volunteer time, skills and capacity building. As a result of the increasing population, the number of people who are in need has increased hence the non-profit sector has expanded rapidly and outpaced the growth of the donor base hence the scarcity of resources is experienced (Arasa & Kioko, 2014).Mavoko (2013), considers that the solution to addressing the challenges associated with scarcity of resources revolves around the effective strategies employed by an organization to mobilize resources from donors who are the main benefactors. Some of the resource mobilization techniques used by NGOs include Fundraising, Proposal writing, Social entrepreneurship, soliciting for donations and Gifts. These techniques have been found to be ineffective in some instances as a result of global economic meltdown.

The existence of loose communication strategy in NGOs, when looked at how the NGOs under study apply strategies towards managing their communication system; It was seen that lack of systematized, organized and strategic communication approach is infirm.

Besides, equating resource mobilization as begging by the community and the dwindling commitment level of voluntarism.

The organizations under study encountered challenges in mobilizing resources in collaboration with the community care coalition or Community committee. Beneficiaries who

are vulnerable children and their parents couldn't get adequate support as a result of loose strategic communication. The overall gap in resource mobilization especially fund-raising strategies and practice in charity organizations hinders operational undertaking as part of referral linkage project. (Annual reports, 2017-2019)

Organization faces a problem in resource mobilization and randomization of efforts by the organizations will deter the sustainable nature of mobilization phenomenon. By now, strategic communication is a term almost exclusively used when discussing communication within, between and about organizations and institutions, such as governments, national agencies, businesses, non-profit organizations etc. On the contrary, all communicators who deliberately spread information, values, ideas, principles, doctrines etc. inherently engage in strategic communication. Nonetheless, traditionally the term strategic communication is used when defining and discussing organizations' communication that tries to meet the longer term strategic goals of that organization, and not e.g. individuals' spread of messages.

1.3. Objective of the Research

1.3.1. General Objective:

To analyze the charity organizations' strategic communication approach in mobilizing resource in referral linkage Project (The Case of the three NGOs)

1.3.2 Specific Objective:

- To identify existing opportunities within the three NGOs in strategic communication for resource mobilization in referral linkage
- To identify existing challenges within the three NGOs in strategic communication for resource mobilization in referral linkage
- To examine the correlation existing between strategic communication approach and resource mobilization of the charity organizations
- To find out how the three organizations applied strategic communication towards mobilizing resource in referral linkage

1.4 Research Question:

- What are the existing opportunities within the three NGOs in strategic communication for resource mobilization identified?

- What are the existing challenges within the three NGOs in strategic communication for resource mobilization identified?
- How do strategic communication and resource mobilization correlate to each other in referral linkage Project in the three NGOs?
- How do the three Organizations apply strategic communication for the purpose of resource mobilization?

1.5 Significance of the study

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

The findings from this study help NGOs to achieve long term sustainability. The study offers strategies to help the organizations improve the quality of life among communities by responding to local needs, providing new solutions to problems which may be quite old. The surest indicator for this will be for the organization to mobilize resources to meet the local needs of the community. Every NGO can apply its resources that are used to implement projects that respond to local needs.

The provision of resources for NGOs contributes to community implementation of community projects that benefit individual citizens, local government, businesses, institutions and various other stakeholders. Thus, having access to financial resources leads to long-term sustainability of the NGOs.

The findings from this study help NGOs to develop a good relationship with the donors. This relationship helps NGOs in their endeavors for funding within the frameworks of

transparency and collaboration. These factors are essential for building trust which is essential for resource mobilization. Good personal relationships are just as important as strong professional relationships between organizations. The findings from this study therefore encourages donor funding directed to NGOs with the capacity to implement programs as required.

Policy makers and diverse supporters of NGOs have key vested interests on attainment of financial sustainability of these organizations. This paper therefore encourages such stakeholders to enhance their efforts towards promotion of institutional development for the NGOs. These NGOs make the world and the globe a better place. The findings from the study ensure that the NGOs continue to grow and prosper.

The findings from this study are of importance to researchers and scholars. The results enable academicians to come up with tentative solutions and strategies in outlining the most appropriate strategies for mobilizing resources for NGOs.

1.6 Scope and limitation of the study:

The Scope of this project primarily focused on the efficient relationship existing among the prime partner, the implementing partner, the CC/CCC and the beneficiaries of the project. This study was limited to the three organizations located in the three regions (Oromiya, Addis Ababa and Dire Dawa). It only focused on strategic communication used for the purpose of resource mobilization. The three organizations used strategic communication with some sort of mobilizing resources with the implementation of their respective projects.

1.6.1 Limitation

Unfortunately, the widespread limitation of strategic communication to only cover communication initiated by organizations is closely linked to a fundamental idea of strategic communication being equivalent to deliberately spreading information. This is a way of thinking about communication that is deeply anchored in the transmission model of communication and not consistent with the interactive model of communication.

It would therefore, perhaps be more correct to define strategic communication as communication that is strategic in that it is not random, unintentional or done without having the sender's mission, vision or fundamental values in mind. Consequently, strategic communication in a more interactive perspective is two-way (or multi-directional)

communication processes that organizations engage in in order to create meanings together with other actors while letting the organization's strategic goals, mission and core values consistently inform the organization's contributions to communicative meaning making processes.

The use of the term strategic should therefore not evoke a one-sided or one-directional approach to communication or asymmetrical/top-down perspectives on communication. Instead the use of the term strategic should be seen as more inclusive and although it emphasizes communication as grounded in management decisions and practices, it should not imply power or control over other actors, but should be seen as interactive communication where organizations not only present and promote themselves, but interact with other actors while intentionally trying to communicate meanings that align with organizational strategy, goals, values and 'reasons-to-be'.

As far as the limitation of this study is concerned, First, It is limited to the degree of availability of data in the organizations under study. Second, there is also a limitation with regard to previous research undertaken in the area of strategic communication for the purpose of reference as being new field in the country. However, some reference materials from a few organizations and cases from foreign countries referred to narrow and bridge the gap. Generally, some other limitation will be on the varied forms of communication which run traditionally. The reliability of the response will be assured by allowing some respondents to write down their responses during the interview and using interpreter in case of difficulty of communication due to language barrier for the purpose of understanding.

This study aims at exploring the political messages transmitted through the alternative media and analyzes them qualitatively. In addition, it will explain how the messages are communicated in the sphere together with their nature. Identifying the network, channel and forms utilized in the communication sphere is also a center of attention.

In addition it was also hard to get records and other secondary sources that documented any approaches used for strategic communication for resource mobilization.

As a researcher on the issue, communicating different employees, departmental managers, LIP project coordinators, Women and children Kebele/ Woreda level heads, Representative from MOLSA and respective regional bureaus to sort out the challenges and address the issue. Thus, Primary source of data gathering will be applied when facing difficult conditions

and discussion and exploration of ideas from the target group is going to be the issue under serious consideration to narrow the gap of finding adequate source of information.

1.7 Organization of the study

The study is organized into five chapters. The first chapter presents background, statement of the problem, objectives, significance, and scope and limitation of the study. The second chapter presents review of relevant literature. The third chapter deals with the research methodology. The fourth chapter presents results and discussion. Finally, the fifth chapter presents the summary, conclusion and recommendations of the study.

1.8 Definition of key Terms

Mobilizing Funds This is the act of persuading people or organizations to raise money for a cause. Mobilizing is the activity of collecting money to support a charity or political campaign or organization (Viravaidya & Hayssen, 2010).

Non-Governmental Organization An NGO is an institution that is largely independent of government and has humanitarian objectives. They are also transnational organization in the world policy network that sets standards, propagate principles and generally represent humanity (Sera, 2010).

Community-based Organizations: Nonprofit groups that work within communities, and seek to create change at the local level

Enabling Environment: A set of conditions (organizational, fiscal, informational, legal, political, and cultural) that impact the extent to which an organization can, in context of given procedures or manual, access and utilize resources.

Resource Mobilization Resource mobilization is a process whereby both financial and non-financial resources are mobilized either externally or internally to support organization activities (Gyamfi, 2010). Each community has a unique set of assets upon which to build its future. The first step in a fundraising strategy is to identify and inventory the range of financial and nonfinancial resources of the individuals, community (including NGOs, groups, and associations), and local institutions (including local government agencies). Non-financial resources include skills, talents (such as handicrafts), and capacities.

Linkage: The connection facilitated by an NGO worker between a service provider and a client is defined as a linkage. The service provider could be a local, government or private hospital, another NGO, a network, a government department, a local business or even another project within the same NGO. The client here refers to the community of children, women and families affected/living with HIV. (Alliance in India, 2007)

CC: The Community committee is an informal structure with equivalence operational undertaking with CCC. The structure requires legal accreditation for the formation and establishment of CCC; the CC, as an instance, focused on mobilizing resource but couldn't collect cash since the issuance of receipt pending to the legal process and accreditation.

CCC: Community care coalitions are groups of individuals and/or organizations at local level that join together for common purpose of expanding and enhancing care for People living with HIV/AIDS (PLWHA) and most vulnerable children in communities. Groups providing care directly are community care groups (CCGs), those with mainly a coordination role are called CCCs. CCCs include heads of churches, volunteers, the government, businesses, NGOs and CBOs providing material and financial support locally (Caitlin, Medley, Michael, & Kevin, 2010).

Community care coalition is defined as group of individuals representing diverse organization, factions or constituencies within a community who agree to work together to achieve a common goal (Butterfoss and Kegler, 2002). Others define community coalition as a group that involve multiple sectors of the community, and who comes together to address community needs and solve community problems (Wolf, 2000). Community care coalitions are groups of individuals and/or organizations at local level that join together for common purpose of expanding and enhancing care for most vulnerable children and People living with HIV/AIDS in communities

Effective community care coalitions have to passes the following five stages successfully. This are (1) coalition building or formation, (2) coalition capacity building, (3) coalition functioning, (4) role of coalition and (5) effectiveness of community care coalitions. Success in community care coalition is related with utilizing these five stages.

CHAPTER TWO : LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Introduction

Funding in the NGO sector generally comes in two basic forms. Core funding (sometimes called unrestricted funding) is money given to the organization to use as it sees fit. In contrast, project-based funding (also known as restricted funding) is money donated to a specific program, activity, or country (e.g., women's health in Ethiopia, AIDS awareness in Kenya). All organizations seek and maintain both types of funding, though the proportion varies the proportion of core to project funding at leading humanitarian and human rights NGOs.

Today, a fundraiser's toolbox includes writing demanding grant applications, compiling elaborate evaluation reports, maintaining donor lists and long-term relations, organizing big donor events, managing well-planned online campaigns, etc. Thus, the key difference is that contemporary fundraising endeavors involve strategic, organized, formalized methods in comparison to the more ad hoc, casual and personal approaches which dominated the practice before.

Resource mapping is a system-building process used by different groups at different levels in order to align resources and policies in relation to specific system goals, strategies and expected outcomes. With increased resource scarcity there is need to encourage cross agency and cross-systems coordination. Resource mapping can help to identify new resources, ensuring that all stakeholders have access to resources they need, avoid duplication of resources, cultivate new partnership and relationships, Provide information to donors and encourage collaboration. There are several principles of resource mapping; first, mapping focuses on what is already available in a certain place. Secondly, mapping is relationship driven i.e. it will always leads to development of partnership where organizations with common interests working together over a given period of time to accomplish common goals. Lastly, resource mapping embraces the notion to realize vision and meet goals.

Non-Governmental Organizations (NGOs) activities that include protecting the environment, social interventions, helping the needy and sick and preserving arts and culture is by nature unprofitable. Traditionally, the NGOs have relied on the benevolence, kind-heartedness and

generosity of others to cover the costs of their activities through grants, aid donations and contributions

Good personal relationships are just as important as strong professional relationships between organizations. The findings from this study therefore encourages donor funding directed to NGOs with the capacity to implement programs as required.

The specificities of NGOs (object, model of funding and governance, uncertainty, etc.) make their strategic communication complex and multi-faced. Indeed, there is not a single model of neither communication nor single communication processes. This is notably due to the public and means used that differ in function of the situation but also according to the way members of an organization think and behave (i.e.: assumptions on what is communication and how it should be done). Communication and especially environmental communication, which is a quite recent academic field, can mean different things to different people. It is likely that environmental practitioners consider environmental communication as communication and design it in regards to their assumptions - whereas communication is dialogue based and communication is transmission based (Hallgren & Ljung, 2005). This sense-making behind the conception of strategic communicative actions is often shared among organizational members and has to be studied to help improve the way environmental communication is conceptualized and executed. The process of sense making is called culture and is created and maintained by social interactions (Watkins, 2013). Hence, it appears to me that in order to have successful environmental communication strategies, NGOs have first to focus on their culture to see if it is constraining or enabling them to move forward.

The regulative function of communication helps in regulation and maintenance of the organization. For example, an employee might be informed by the manager that he or she has broken some rule or regulation and is not to break it again. This kind of communication is essential to ensure the smooth operation of the organization. The integrative function of communication helps in coordination of tasks, work assignments, group coordination toward a common goal. In other words, it is communication directed at getting people to work together and have tasks coordinated so that the "left hand knows what the right hand is doing." It is an attempt to get people to work together and make things run more smoothly and avoid duplication of each other's work. The management function of communication aids in achieving the three goals mentioned earlier. It helps in getting personnel to do what is needed, learning information about personnel to know them better, and establishing

relationships with personnel. The persuasive function of communication is an outgrowth of the management function. It helps the management to influence the employee to do something in particular instead of using orders. Therefore, this approach makes for much better relations between management and employees. Finally, we have the socialization function. This function helps the management to determine whether an individual survives well, or not at all, in an NGO. Socialization doesn't mean being "buddies" with everyone, but being integrated into the communication networks in the organization. It means being told; whom one should talk to and what one should talk about, whom not to talk to, what to say in certain situations and what not to say, how to address others, informal norms of the organization and the idiosyncratic behaviors (and pet peeves) of others. When an NGO communicates with donors, it reassures the existing donors that its using their money wisely, and they will be able to attract new donors who are looking for organizations doing the most good (Bob & Greg, 2012).

It is important to distinguish between communication as a “professional function” and the ongoing communications that are part of everyday activities in the company. We are concerned here with the professional communication function itself (Grunig and Grunig, 1989; Grunig, 1992; van Ruler and de Lange, 1995). The routine daily activities of the communication function include writing press releases, organizing press conferences, maintaining relationships with key stakeholder groups, organizing investor calls, writing speeches and creating corporate presentations for top managers to deliver, fundraising, managing trade shows, preparing institutional advertising, monitoring public opinion. There is a canon of accepted principles for producing annual reports, for running analyst calls, for handling media. The role of the senior officers of the communication function largely consists of ensuring, however, that they are grounded in a common denominator – the reputation platform and corporate story of the organization (Cees, Van Riel, Charles, 2007)

2.1. Strategic communication theory

There have been a number of moves over the past decade in both scholarship and practice to establish strategic communication as a distinct field of study as well as attempts to conceptualize public relations, corporate communication, government communication, and other fields of practice as “strategic communication.” and in the public sector in several countries including the United Kingdom (UK) and European Union states, organization-public communication is increasingly referred to as strategic communication (Aarts, 2009)

Aarts, N. (2009). Een gesprek zonder einde [A never ending conversation]. Amsterdam, Netherlands: Vospuspers.

However, the origin of the term “strategic,” which is derived from the Greek noun *strategia* meaning ‘generalship,’ and its associations of military planning, victory, and conquest taint understandings of strategy and strategic communication. Twentieth-century management literature associated “strategic” with power and decision-making (Mintzberg, 1979).

In this view, stakeholders and publics are perceived as targets for persuasion and change in ways that serve the interests of the organization, not necessarily in ways that meet the needs or interests of stakeholders and publics, or their communities and society.

Strategic communication is by nature and necessity closely linked to organizational strategy, as it takes place within the context of and often at the behest of organizational strategy, which in turn is grounded in systems theory as applied to management and concepts such as strategic control. Early definitions of strategic control proposed that (1) strategy was implemented as planned by the organization and (2) the results produced were those intended

First, they observed that feedback often comes too late for changes to be made to strategy and, second, feedback as a last step in the management process involves a “single loop”

Modern systems theory emphasizes that “the survival of a system requires a continuous process” of selecting strategies and review (Mintzberg, 1979)

Steinmann,(2007) proposed a three-stage model for what they call “strategic control.” This comprises (1) premise control, which involves checking that the premises set (or assumptions made) during planning remain valid; (2) implementation control, which involves monitoring whether implementation proceeds as planned; and (3) strategic surveillance, which is designed “to monitor the full range of events inside and outside the enterprise which are likely to threaten the process.

2.2. Resource Mobilization Theory:

Resource Mobilization Theory (RMT) theory explains social movements by viewing individuals as rational actors that are engaged in instrumental actions that use formal organizations to secure resources and foster mobilization. It is divided in to two parts; first, it explains people joining social movements with rational actor theory.

Secondly, it tries to explain the actions of the Social Movement Organizations (SMOs) that are formed by rational actors by viewing the social movement organizations as an organization which functions for self-preservation and to market its products. Rational actor theory states that people will join social movements when the benefit of joining these groups outweighs the cost to that individual (McCarthy & Zald, 1997)

It dictates that for such aggregation of resources it requires some organization so as to focus on the understanding of social movements' organizations that are formed. Resource mobilization theory clearly explains social movements because it explains the actions of individuals by analyzing their social behaviors and it does not force individuals to behave in a certain way. As much as it explains social movements clearly it has some few challenges; one, it entirely focuses on social movement organizations.

According to Beuchler (1993), for Social Movement Organization to form and be effective the individuals within it need to form some sort of collective identity so that they can act with some degree of social cohesion. Resource Mobilization theory focuses on a centralized type of an organization hence it lacks to consider the role of the collective identities that are formed hence difficulty in explaining the activities of many NSMs.

The resource mobilization theory of social movements states that social movement arises from long-term changes in a group, available resources and opportunities for combined action. The resource mobilization theory is based on a perception that resources such as time, money, organization skills are very critical to the success of movement (Eltantawy & Wiest, 2011). In contrast of variables considered by other social movement theories, resource mobilization theory was among the first to recognize the importance of influence of social movements.

According to McCarthy & Zald (1997), resource mobilization theory is based on 5 main principles; One, the actors coherent and are able to weigh the benefits and costs of movement participation, Second, members are recruited through networks, obligation is strengthened by building a collective identity and continuous nurturing of interpersonal relationship, Third, movement organizations are dependent on collection of resources, Fourth, social movements need resources and leadership continuity and Lastly, the type of resources shapes the activities of a movement e.g. access to a TV station increases the use of TV as communication media. According to Leslie (2012), the assumptions of the resource

mobilization theory may be summarized in to costs, mobilization of resources, the organization or state or society suppressed or repressed and the movement outcomes.

First, the participants weighs the costs and benefit of participating in collective actions, Second, mobilization of resources may take place within or outside the aggrieved group, Third, organization and mobilization of resources is very important for the success of the collective action, Fourth, the costs of participating in collective actions are related to the society or the state and Fifth, no direct correspondents between the degree of mobilization and movement success. 8 Critic's point out that resource mobilization theory fails to explain social movement communities which are part of a large network of individuals and providing them with various service (McCarthy & Mayer, 2001).

It has also been argued that it fails to explain how groups with limited resources can succeed in bringing social change (McCarthy & Mayer, 2001). Despite its weaknesses resource mobilization theory has been useful because it challenges the outmoded approaches and provides a detailed framework that has served to integrate research hence generating substantial research (Leslie, 2012)

2.3. Social Capital

Social capital in particular has been identified as an important resource in a local community (Heilbrunn, 2010, Westlund and Gawell, 2012, Anderson et al., 2006). Social capital is the trust, norms, and networks that bind the community members together and facilitate collective action (Nahapiet and Ghoshal, 1998). To initiate social change within a local community, the community venture builds upon existing social capital to promote collective action and simultaneously extend the community's social capital (Montgomery et al., 2012, Westlund and Gawell, 2012). Resources and social structures within the local community are therefore suggested to be an input, a means, and an output of the resource mobilization process (Peredo and McLean, 2006).

2.4. Strategic as a Descriptor of Communication Practice

Because of its many-faceted meanings, the term strategic might offer one of the most inclusive, although conflicting and contradictory, descriptions of the field of communication practice. Although it emphasizes the role of communication as a management practice, it does not necessarily imply power and control of management over other stakeholders. It also

allows for the study of participatory communication practices that include stakeholder communication, change management, and complex analyses of organizational environments. Strategic further includes the study of all communication practices, including those of public relations, advertising, and marketing, as well as the other disciplines mentioned earlier. Finally, it focuses the attention of critical scholars on power relations in the communication environment and on the role of the communication practitioner as an organizational agent. (Van Ruler, 2004).

The role of communication hasn't been taken in to a serious consideration by stakeholders and institutions, so as to create opportunities for resource mobilization. Using different communication practices are the major element useful in making a difference.

Table 1. Six possible communication models, defined by differentiations in the process of meaning creation. (Van Ruler, 2004)

	Focus on denotative meaning, information as 'objective'	Focus on connotative meaning, information as 'subjective'
Communication as an undirected emission process (magic bullet)	Communication as an expression of information to all concerned	Communication as contact with others who actively present themselves for this purpose
Communication as a controlled one-way process (linear causality)	Communication as transmission of meaning to target groups	Communication as a one-way synchronization of meaning in target groups
Communication as a two-way process (interaction)	Communication as consensus building with publics	Communication as diachronic co-creation of meanings with publics

Both strategic planning and communications allow non-profit organizations to most effectively respond to new situations. For example, strategic planning shapes the ways in which the organization makes decisions and implements practices (Bryson, 1988). Bryson

(1988) outlines eight steps through which an organization strategically plans their operations. These steps are: developing an initial agreement concerning the strategic planning effort, identifying and clarifying mandates, developing and clarifying mission and values, assessing the internal and external environments, identifying the strategic issue, developing strategy, and providing a description of the organization for the future (Bryson, 1988)

2.5 Rationale for Strategic Communication

As suggested by the vitality of these examples, the term strategic communication makes sense as a unifying framework to analyze communications by organizations for at least four reasons. (Bryson, 1988)

First, the ability of communicators to differentiate between traditional communications activities and their effects is rapidly disappearing. Although IMC focused attention on the coordination of various functions, many of those functions themselves are being redefined. Public relations practitioners, for example, are increasingly relying on paid advertising to communicate critical messages on topics ranging from corporate reputation and social issues to events sponsorships. Meanwhile, marketers are spearheading cooperative programs and cause-related marketing programs that once were the exclusive province of public relations. The reason is simple: These techniques work in an era in which organizations must differentiate themselves and in which audiences view organizations from multiple perspectives—including their product and service offerings, their expertise and competence, their service commitment, and their social responsibility. Any claims to exclusive responsibility for particular activities within an organization are becoming challenged in many organizations.

Second, important changes in public communication are being driven by technology and by media economics. Digital technologies such as the World Wide Web and instant messaging, for example, make it increasingly impossible to differentiate what is advertising versus publicity, sales promotion, or e-commerce. Technology is converging communications channels. Several universities now offer programs in Multimedia Journalism or Media Convergence to prepare future journalists to work in converged media environments. In a similar way, the array of hybrid messages being touted by profit-driven media companies worldwide—advertorials, product placements, sponsorships—is melding the traditional and familiar genres of public communication. This is an important, but overlooked, example of postmodernism at work in communications.

Third, organizations use an expanding variety of methods to influence the behaviors of their constituencies—what people know, how people feel, and the ways people act—relative to the organization. Thus, audiences’ experiences with and impressions of organizations are the sum total of the people’s experiences—and it is increasingly questionable whether the effects of any particular communication activity can be validly examined in isolation. People do not necessarily differentiate between the various forms of communications in which organizations might engage. One example is the difference between advertising and publicity (Hallahan, 1999). Thus, it is important to consider an organization’s communications activities from a strategic and integrative perspective.

Fourth, strategic communication recognizes that purposeful influence is the fundamental goal of communications by organizations. Whereas certain disciplines are conceptually grounded merely in providing information (e.g., technical communication) or in establishing and maintaining mutually satisfactory relationships (public relations), these foci are only necessary—but not sufficient—conditions for organizations to achieve strategically important goals. To be relevant

Furthermore, by being deeply intertwined within civil society, non-profit communication provides alternative participative platforms to citizens and, by frequently emerging from grass root initiatives, it summons special conditions for discourse legitimacy, community engagement, ethical support and—what will not be an insignificant argument — as a practical response to problems where both the corporate, thus profit-centered, and the institutional structures are absent or have failed. Therefore, non-profit communication is set up as an alternative approach and recurrently referred as a driver to social change and development (Vernon Series in Communication, 2016)

2.6 The Eight building blocks of Strategic Communication Frame

This model consists of eight interdependent building blocks which demonstrate how developing a strategy is like working on a jigsaw puzzle: you can start wherever you want, as long as choices made in one building block are consistent with choices made in other blocks. Two questions per building block help professionals to make these important decisions.

2.6.1 Building block: vision

A vision articulating the what, why, and how of your shared task provides direction for each person’s activities. What are you a professional of? A vision helps you to explain to others

exactly what that contribution is. Without an explicit vision, you will just keep traveling down the same old road. Inviting discussion of your vision is also crucial to be able to innovate. A communication professional understands how communication works and can explain it to others. They also know what's happening in their field and can contribute to internal discussions with new ideas and angles, always asking how communication should function within their own organizational context and how communication professionals can add value to that communication. A vision is not static; it evolves. These are the facets of this building block. (Van R. & Frank K. 2014)

2.6.2 Building block: internal situation

A coherent view of the organization's internal situation is essential to make good choices about communication strategy and its implementation. But all too often this link is missing. As a result, no one really knows what value the communication activities are adding for which internal situation. Only with a good grasp of the internal situation can you also ask critical questions about your own added value and make choices about where communication priorities should lie. This encompasses the strategic choices of other departments or general management, issues in the organization, and the internal climate among staff. But you also have to consider internal attitudes to communication. This concern not so much the department itself but the role communication is assigned in the organization, which of course influences what is expected of you as communication professionals. That is what this building block is about. (Van R. & Frank K. 2014)

2.6.3 Building block: external situation

These days, organizations have to be more attuned than ever to how they relate to the outside world. Mainly this concerns communication with specific publics, but also the question of how and by what means and channels the organization profiles itself externally in general. To be caught off guard by public opinion or a sentiment among stakeholders usually means it is too late to do anything about it. To do your job well, you have to know what is happening in the world outside the organization and where to target your approach. Those insights can help not only to hone your own approach, but also to underscore that you are a serious discussion partner. If you know what is going on in the outside world then you can contribute to better internal decision-making by sharing those insights with senior management and getting key issues prioritized. That is the focus of this building block. (Van R. & Frank K. 2014).

2.6.4 Building block: ambition

Ambition is the pursuit of a particular objective, but it is also the objective itself—the destination you ultimately hope to reach. Ambition is also bound up with the idea of being committed to something and craving success. Ambition as we define it here is the product of the building blocks of Vision, Internal Situation, and External Situation. Not in the form of an equation, but as targeted choices. This building block centers on two key questions: What is your core mission, and what are your core values? Or, put differently, what do you stand for and what motivates you? What do you aspire to accomplish and what core values does your communication need to harness to do so? Ambition determines your orientation and expresses the purpose and the added value of the communication field in the current situation. You could also think of it as a qualitative target or your goals. These are the facets of this building block. (Van R. & Frank K. 2014)

2.6.4 Building block: accountability

Accountability is about making your added value explicit. It is about taking responsibility and answering for your actions. The responsibilities of a communication department may seem obvious, but in practice that is not always the case. You have to make it clear what you are responsible for and how, and which responsibilities lie elsewhere. Professionals also have to account for their actions. This is the function of performance indicators, which enable you both to measure progress toward your ambition and hold you to it, serving as guideposts to help you get and stay on track. It can also be a good idea to formulate success factors for yourself: What and who will determine whether you achieve your ambitions? That is the focus of this building block. (Van R. & Frank K. 2014)

2.6.5 Building block: stakeholders

Communication is not just the responsibility of the communication department, nor can most ambitions be achieved through communication alone. Lots of people, groups, and organizations may be involved in shaping and determining—and possibly hindering—your strategy's success, starting with your target publics. But equally important are your supporters and allies. These days, you have to factor in a whole spectrum of stakeholders. The most important ones for communication strategy are, firstly, the users, then the influencers and sponsors who have to commit to the strategy or in any case be kept in loop (the enablers), and finally the partners whose active contributions are needed to achieve the

communication ambitions. How you identify these stakeholders and ways of relating to them are the focus of this building block. (Van R. & Frank K. 2014)

2.6.6 Building block: resources

You may have big ambitions, but you also have to be realistic. To attain what you want, you have to tap into diverse resources, not only stakeholders but also staff and money. After all, big ambitions require big resources. This should be obvious, yet there is an increasing push these days to do more with less money and less staff, and that often requires competences the organization does not have. That throws up a complex albeit interesting challenge for communication directors, and usually means you have to reconsider who is responsible for what and how (the Accountability building block). It may be that contributions from outside the communication department are needed to realize the ambition. However you tackle this, it should be evident that there is a symbiotic relationship between resources and ambition: a complex ambition cannot be accomplished with scant resources, nor a strategically oriented and complex ambition with operational staff only. That is the focus of this building block.

2.6.7 Building block: game plan

The Game Plan building block is the proof of the pudding: this is where everything formulated in the other building blocks comes together in targeted, strategic choices for implementation. If you are unable to make clear choices or the choices you make fail to align with the other building blocks, you will have to revisit them or else change your game plan. In business, the game plan usually takes the shape of an operational plan of action with a timeline and detailed budget. We mean something different. At this stage in our Framework, the game plan is the targeted choices you make based on the other building blocks in order to provide the orientation for your operational activities. In classical planning this is often referred to as strategy, but it is really about tactics. Two questions are central here: What is your implementation strategy, and how will you assign priorities (what will you do first, what can wait until later)? These are the considerations of this building block.

2.7 The Theoretical Framework

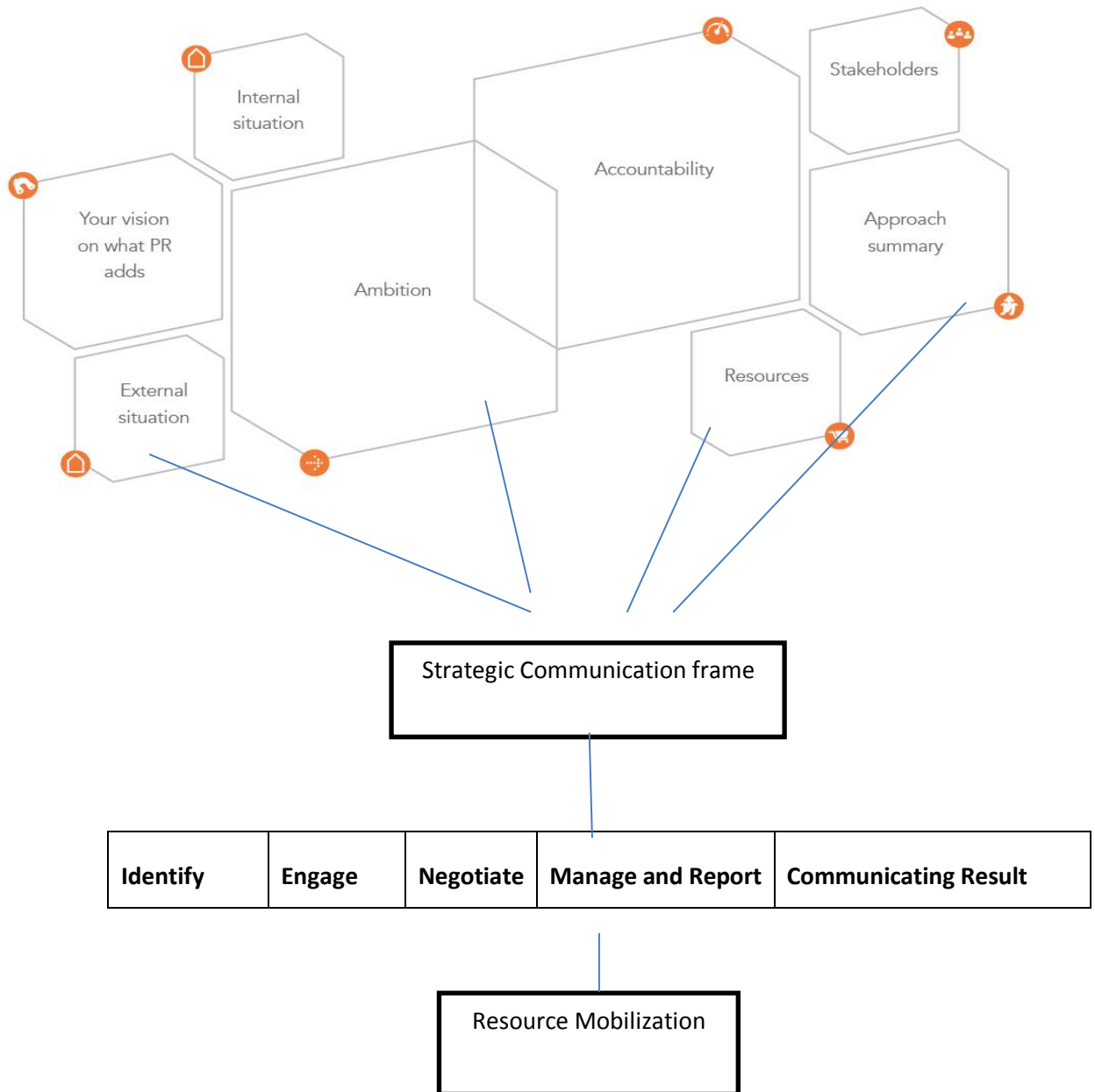
Theoretical framework: Two key concepts, namely strategic communication and resource mobilization, serve as theoretical framework for the present study. Findings: The data analysis pointed out that the sense-making (meanings behind actions) of the NGO members

are reflected in their way of implementing strategic communication. They talk about strategic communication as a transmission process for conveying information and design it accordingly. Moreover, the research revealed that the strategic communication carried out by the three NGOS under study was not only based on transferring information from a sender to a receiver (linear model) - therefore not adapted to current societal and environmental issues - but seemed also unstructured and undervalued. This predominant finding can be explained by the lack of internal cohesion and common vision present in the NGO, which is the reflect of the organizational culture.

Thus, the relationship between what is going on within the organization (its culture) and the way strategic communication is applied was found to be of great importance in this study. Research limitations and implications: The fact that the data have been collected from and analyzed by a single source (myself) can be considered as one. Additionally, although the results of this research cannot be replicated to others organizations due to the uniqueness of organization culture, it might motivate others research to empirically reveal the link between strategic communication and resource mobilization.

The theoretical framework for this study developed with the combination analysis of strategic communication frame of Van Ruler (vision, internal situation, ambition, external situation, accountability, stakeholders, approach and resources) combined with FOA resource Mobilization tool (the identification of resource, engagement of different parties in to the process, negotiation, management and reporting and finally communicating result in the course of resource mobilization process.

Figure 1. Adapted from Van Riel Strategic Communication Frame and FOA’s RM Practical Steps



In an interactive communication perspective, strategic communication is consequently *not* simply a matter of defining organizational goals and values and transforming such goals and values to communication strategies and information transmitted to passive recipients. On the contrary, strategic communication is about understanding how organizations interact with other actors (e.g. customers, employees, suppliers, investors, government agencies, mass

media and society at large) and how organizations present themselves as social actors that engage in meaning making processes with these other actors. This means that there are different perspectives that can be applied when studying, for example, the Spies campaign as strategic communication. One perspective is to analyze the video itself and possibly the extent to which it aligns with Spies' strategy, goals, values etc.

Resource mobilization is often considered to be an alternative for fundraising and in most cases is used interchangeably. Resource mobilization however, is much more than just fundraising because it includes: Accessing a range of resources (rather than just money/financial); Building a network from a wide range of resource providers; Using a variety of mobilization mechanisms.

Resources are the means by which organizations secure the cash and non-cash inputs required to accomplish desired and planned projects and objectives. (FAO, 2009)

Table 2. Resource Mobilization Practical Tools (FAO, RM)

Identify	<ul style="list-style-type: none"> ✓ Map resource partner interest ✓ Identify where there is a match with org'nal comparative advantage and track record ✓ Verify resource partner is an acceptable
Engage	<ul style="list-style-type: none"> ✓ Resource partner meeting ✓ Develop advocacy tools. E.g. write proposal or concept notes, Project Proposal and develop communication tools(Brochures) ✓ Deliver presentations to resource partners ✓ Foster individual contacts
Negotiate	<ul style="list-style-type: none"> ✓ Reach an agreement on joint interests ✓ Agree conditions of partnership, including procedures(rules and regulations) on use of resources ✓ Develop and formalize legal agreement
Manage and Report	<ul style="list-style-type: none"> ✓ Acknowledge resource partners' contribution ✓ Ensure efficient and effective operations/management of the resources ✓ Regularly report on resource partner's contribution
Communicating Result	<ul style="list-style-type: none"> ✓ Disseminate information on lessons learned ✓ Develop advocacy communication tools(Brochure, Website) ✓ Advocate for continued support

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

This Chapter primarily focuses on the methodology used to address the research objectives or the research questions reasonably. It entails the data collection methods, sampling procedure, method of data analysis for concluding the research.

3.1. Research Method and Design

3.1.1 Research Design:

In this research, a mixed approach used to conduct this research, a mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds (e.g., consequence-oriented, problem-centered, and pluralistic). It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problem. The data collection also involves gathering both numeric information (e.g., on instruments) as well as text information (e.g., on interviews) so that the final database represents both quantitative and qualitative information.

Mixed methods approach: pragmatic knowledge claims, collection of both quantitative and qualitative data sequentially. The researcher bases the inquiry on the assumption that collecting diverse types of data best provides on understanding of a research problem. The study begins with a broad survey in order to generalize results to a population and then focuses, in a second phase, on detailed qualitative, open-ended interviews to collect detailed views from participants.(Creswell, 1994)

In this study both primary and secondary data will be collected. Primary data will be collected using two types of questionnaires developed for the Implementing organization and Partner organizations and donor. The primary data will be collected from the sample respondents in the selected area through structured questionnaire prepared for this purpose. In addition, personal observations and group discussion will be held to gather additional primary information. On the other hand, other service provider's government officials, community leaders and core partners will be included in the study.

The primary data will be collected through interview by enumerators (Project coordinator working in respective organization) using structured questionnaires. The questionnaire will

pre-test and its contents will be refined on the basis of the feedback obtained during the pre-test. In addition, interviews will be held with the respondent using the structured questionnaire, personal observations and informal discussions with respondents, project staff, local government officials and development agents in the area, donor will also be conducted. While the researcher will refer all secondary data from the three Organizations of towards strategic communication, respective BOLSA and BOWCA will be contacted and extracted data will be used in the analysis stage

3.1.2 Participants of the Study and Inclusion Criteria

Inclusion criteria should be set for the purpose of guiding the data collection process and to determine the right targets from which the data was collected. This research was conducted on four groups of participants. These are service providing coalitions, service beneficiary children, line sector representatives and Project implementing partners (3 NGOs Program Coordinator) supporting vulnerable children. The respective inclusion criteria were separately used for each of them as follows. The first inclusion criteria were used for selecting vulnerable children. The inclusion criteria was (1) vulnerable children who are at age range between 10-17, who received protection service from community care coalition and (3) those who are willing to participate in the research under study. The second inclusion criteria were undertaken for chair persons of community care coalition (Kebele level Women and Children Head) . Community care coalition representatives who are providing service to vulnerable children and their families. The inclusion criterion that was used include (1) community care coalition chairpersons or officers who have the needed information and worked for more than three month, (2) who are currently working in the community care coalition structure and (3) those who were willing to participate in the study. Representative heads or deputy heads and officers of Bureau of Labour and Social Affairs and Bureau of Women and Children Affairs, Regional HIV /AIDS Prevention and Control constituted the third category for whom the inclusion criteria was set. The inclusion criteria for this participants were (1) heads who are currently leading the two bureaus and willing to participate, (2) officers who are currently working in the organization on community care coalitions and child protection program, (3) officers who have the work experience of one year and above and (4) those who give their consent to participate in the research. The fourth inclusion criteria were used for destitute OVC getting support for being vulnerable children. The inclusion criteria for OVC include (1), destitute OVC who received revolving loan from community care coalitions, (2) OVC who have taken business development service training

and engaged in income generating activities, (3) OVC who are willing to participate by signing on the written consent form. The inclusion criteria set for the four groups were used for both interview and focus group discussion. In giving their willingness to the study the four groups of participants have signed on the written consent form.

3.2. Sampling and Sample Size

3.2.1. Sampling Frame

Sampling refers to the way of selecting some part of the group (population) to represent the entire group or population of concern (Saunders and Thornhill, 2003). Sampling is considered appropriate in reducing the length of time required to conclude the research study, it also cuts costs and it is considered as manageable. The sample is however just a reflection of the overall population. According to Malhotra and Birks (2007), application of sampling enables a higher overall precision than a census. Collecting data from selected fewer cases imply that the researcher is able to collect the necessary information that is also more exhaustive.

In this study, a two stage sampling procedure referred and adopted to determine the required primary data qualitatively. In the first stage, among the six clusters for the Project implementation, three were selected and three Implementing partners were selected for the sake of convenience purposive justification with non-probability sampling as its coverage in terms of geography, population and target group from each Cluster. The total beneficiaries in the three organizations are 34,006 OVC served with different services.

With respect to the qualitative data analysis, a narrative, discussion and clarification method will be used and to serve this purpose; there was a focus group discussion and under this approach, social service workers attended in the process. Major discussion on the communication strategy and their efforts towards resource mobilization discussed during the course of the focus group discussion. How individual case became efficient compared to other cases, are there any external factors to determine the efficiency of strategic communication to directly or indirectly affect the resource mobilization capability of the implementing organization.

The clear description of the strategic communication frame according to Van Ruler and FAO resource mobilization, during the course of the depth interview with the Social Service Workers, the eight building block of the strategic communication approach and how this model related with resource mobilization in their day-to-day undertaking. The hybrid model

clearly states that strategic communication for resource mobilization is an integral part of this research .

All the three organizations showed great zeal of resource mobilization as it is the bloodline of the organizations. Since, foreign donations dwindled in the course of several years, now, organizations like PAD, FHIDO and DUGHDA should craft effective and strategic communication approach as traditional approach hovered their operation and strengthening the strategic communication to sustain their efforts and humanitarian interventions.

Sampling Size To attain a sample size that has a sufficient size qualified to the goals of the study, the researcher adopted Yamane’s formula which is as follows:

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

Table showing Sample Selection

Selected Organizations	Population and Sample								Remark (Location)
	OVC		CC/CCC from SNU's		Government Partner		Core Partner/s		
	Total	Sample	Total	Sample	Total	Sample	Total	Sample	
PAD	5114	23	9	4	4	4	6	3	Dire Dawa
FHIDO	10,056	45	10	4	4	4	6	3	Addis Ababa
DUGHDA	18,836	86	25	5	4	4	6	3	Oromiya
Total	34,006	155	44	13 CC/CCC	12	12	6	3	

Where:

n is the sample size

N is the population size

e is the margin of error

This non probability sampling technique was selected because the detailed service experience of community care coalitions and children access to child protection requires detail understanding

of coalition's service experience and children narrative by purposively selecting participants that fits to the inquiry. From the unit of analysis 155 vulnerable children whose age is between 10-17 (23 OVC from PAD; 45 OVC from FHIDO; 86 OVC from DUGHDA), 13 community care coalition (CCC/CC chairpersons) (4 CC from PAD; 4 CC from FHIDO; 5 CC from DUGHDA) chair persons, 12 sector representatives 4 from each region, three Core partners as they are the same for three selected NGOs, a total of 183 individuals in four Category participated in the study. Two FGDs constituted six, seven participants for vulnerable children and their Social service workers attended the FGDs respectively.

3.3. Background of the Study Area

Positive action for Development (PAD) is an Ethiopian resident's charity organization. The organization has legally registered by Federal Democratic Republic of Ethiopian Charities and Societies agency on June 6/2011, licensed under the registration number 2330. The organization has got its foundation out of the commitment 28 (17F) volunteer community members of different professional sex, age, ethnicity and religious background with a vision to have active role in addressing the challenge faced by marginal community members in the eastern parts of the country.

PAD general assembly is the highest decision body of the organization. The general assembly has 28 members out of which 17 of them are women. According to organizational bi-low membership to PAD general assembly is possible for any individual above the age of 18 willing to contribute for the fulfillment of the organizational objective. The general assembly annually held its regular meeting

Organizational Board is the second highest decision making body of the organization. The Board is selected by the general assembly for a total of 4 years. Accordingly PAD has a board with five standing members. The organizational board quarterly meets and monitors the accomplishment of the organizational executive management.

Dugda children's and family charitable organization is a child focused Community Based Organization established by community members in Dugda district. The organization is registered as an Ethiopian Residents Charity in accordance with the charities and societies proclamation No.621/2009 bearing the number 1747. DCFCO is one of the implementing partner organizations of Child Fund Ethiopia.

Dugda CFCO has been operational in six kebele Administrations including three urban and three rural areas within Dugda District of East Shoa zone, Oromia regional state namely: *Hate Leman, Giraba Korke Adi, Tephochoroke, Meki-01, 02 & 03 Kebeles*. The head quarter of the organization is located in Meki Town, the capital of the district at 134 km to south of Addis Ababa in the main rift valley of the country.

Dugda Children's and Family Charitable Organization (Dugda CFCO) Program area is located in Dugda District of East Shewa Zone, Oromiya Regional state at South east of Addis Ababa. It lies between 7°c 58' latitude North and 38°c 43' Longitude East in the Great Rift Valley of Ethiopia.

Its temperature has an overall hot climate. The capital of the District, Meki, is located at 134 km on the main high way of Addis Ababa- Hawasa. Administratively Dugda District is divided in to 40 kebeles (four urban and 36 rural). Where the operational area of the organization covers six kebeles administrations namely Giraba Korke Adi, Hate Leman, Tephochoroke, Meki 01, Meki 02 and Meki 03 Kebele.

Future Hopes Integrated Development Organization (FHIDO) formerly known as Christian Children Fund (CCF) and Arada Child and Charitable Society was established in 1986. It is an indigenous, non-governmental, non-profit organization registered and licensed by Ethiopian Charities and Civil Societies Agency as an Ethiopian Resident Charity with certificate number of 1911. It has been working to build self-reliant and self-sufficient generation in Ethiopia through comprehensive and sustainable development approach. Its vision is aspiring to see responsible, self-reliant and empowered citizen in Ethiopia. And its mission is striving to create an environment of hope and respect for needy children of all

culture and beliefs in which they have opportunities to achieve their full potential and provides practical tools for positive change to children, families and communities. FHIO gives due attention for organizational values such as equity, transparency, accountability, integrity, collaboration and partnerships, learning and continuous improvement.

From 1986 to 2010, FHIDO has been known as area coordination office of the then Christian Children Fund (CCF). In July 2010, FHIDO reregistered as Ethiopian resident charity and started operating in the ten districts of Arada sub-city and two districts of Burayu town in three core programmatic areas namely; Early Childhood Development (ECD), Basic Education, Youth Development as well as OVC care and support project.

FHIDO has a well-integrated and highly organized system of governance in place. The organization has a General Assembly as the highest decision making body with a supreme power of shaping the overall direction of the organization. The Second highest decision making body is the Board of Directors which has the power to recruit and supervise the director and make sure that important decisions passed by the General Assembly are adhered to and implemented. It also decides on policy and strategic issues of the organization. The management committee represents a unique composition where each heads of departments as well as executive director are a member. The structure and governance system of the organization ensures upward and downward communications and accountability. Equally important is the participatory approach used by the organization to design and implement programs and projects. Currently, FHIDO has more than 57 permanent staff and 390 volunteers to implement the different projects of the organization.

3.4. Method of Data Collection

Data collection was conducted for the four groups of participant sector representatives, female households, vulnerable children and community care coalition chairs accordingly as per the arrangement made in data collection procedure. Method of data collection that was employed involved in-depth interview, focus group discussion, observation, and document review (Database review and other service provision document). These four methods enabled the generation of data that supported the research.

3.4.1. Interview The study has utilized interview of twenty two participants categorized in to three groups. The first in-depth interview was conducted with community care coalitions delivering service to vulnerable children. Interviews are guided conversations that are usually

one of the most important sources of case study evidence. However, they should only be used to obtain information that cannot be obtained in any other way. Interview conversation has been described as a pipeline for transmitting knowledge (Yin, 2003). Interview involves six stages, arrival to researcher, introducing the research, beginning the interview, during the interview (interview process), ending the interview and after the interview (termination) (Yin, 2003). Accordingly, the researcher has arrived to coalitions, vulnerable children and sectors then introduced the research, arranged time, place and situation for beginning and conducting the interview, finalized the interview process and ended the interview process appropriately.

According to Yin, interviews can be more flexible and allow the researcher to better understand the perspective of the interviewees. Thus a researcher is able to refocus the questions or prompt for more information, if something interesting or novel emerges. This strengthens that the way in which the inquirer probes the process of data collection for each semi structured interview guide when participants share something new that needs further asking of questions based on new issue participants have brought to the discussion. The three in-depth interviews were conducted by making discussion with service provider, service receiver, and line sectors to decide the appropriate place and time. They agreed for the interview to be in their office and were conducted in their community care coalitions and sectors including CSOs. Service beneficiaries have chosen their house and others have preferred coalition office and it was done accordingly. Audio recording of the interview process was made by asking their willingness and after they signed on the consent paper. One note taker was oriented and assigned to take a note with a researcher. The interview was planned to be conducted for thirty five minute per each participant and conducted between thirty five to forty minute for most participants except some children who finishes it before the stated time.

3.4.2. Focus Group Discussion

Two focus group discussions were conducted to generating data from the groups of participants. The first FGD was undertaken with community care coalitions in the office of Bureau of Labor and Social Affairs due to their interest to be there. The second FGD was made with vulnerable children on the house of one household that was willing to arrange the sitting chairs and tables as requested by vulnerable children. The final FGD was conducted with female household in similar places as FGD with children.

This place was average place for female household and the owner of the house is the center of communication between households and community care coalitions. Five and Six participants from vulnerable children, participated respectively. For facilitating the data collection process refreshment was arranged by the researcher which is given at the middle of the discussion. With regard to determining the number of FGD participants, various scholars provide different number. But for this research the guide by Morgan was used. Morgan (2009) explains that “The ideal number for FGD is between six and eight” (P.4). Before conducting the FGD, participants were arranged in a way that lets them be homogeneous in their background by balancing their status. This helped participants to share the major services delivered, child protection service children received, their understanding of service sustainability, strategies coalitions employed and challenges faced. Beyond that efforts were made to protect the gender influence of data and for reducing of the tendency to respond socially desirable answer by balancing participants’ status. In each focused group discussion two note takers and one recorder were oriented and deployed to take notes with the researcher. In the note taking process, besides recording notes from participants’ speech, efforts were extended to capturing and recording participants’ nonverbal communications. The discussion was planned to be conducted within a time range between sixty to ninety minutes. But it has taken seventy nine, sixty four minutes for community care coalition chairs, vulnerable children and female households respectively.

3.5. Sampling Techniques

This study deemed stratified sampling technique as suitable. The population was stratified into two groups comprising of Operations Managers and Government partners representatives and B . Cooper and Schindler (2003) explain the advantage of this technique as increasing the statistical efficiency and provide the data for various sub – population’s analysis. Stratified sampling technique ensures the selection of study respondents with suitable information to deal with the study questions.

3.6. Method of Data Analysis

The empirical data was analyzed using descriptive statistics; Tools for the study purpose are to be discussed herein under. Especially data from the Case Management database (CM) analyzed using descriptive statistics.

The case studies provided an understanding of the complex resource mobilization process, which would be difficult to reveal through quantitative data and techniques alone (Eisenhardt and Graebner, 2007). The interviews were recorded and transcribed, and the interview transcripts and other materials were read and re-read. Emerging themes were refined, and information was verified through repeated interviews with the main players (Yin, 2003). The views of the different respondents from each case were also compared. The evaluated patterns emerged throughout the analysis by considering both the data and the theory (Eisenhardt and Graebner, 2007, Borch and Arthur, 1995). The analysis stage considers and employs analytic techniques, explores rival explanations, and displays data apart from interpretations (Yin, 2003). In this study the qualitative data that was extracted through the aforementioned methods have mainly relied on meanings and words. Thus, it involved interpreting and translating the meaning and categorizing expressions into sub themes unified to the research objectives. According to Cathrine, et al, (2006) thematic analysis, grounded theory and framework approach are the three main approaches to qualitative data analysis. From the three, thematic analysis approach was appropriate and used in this research. Relevant information obtained from in-depth interview, FGD, observation and document review were analysed and interpreted thematically in to precise meaning from pre-coding, coding, categorizing and then to theme as follows.

To assist the analysis, the questionnaire was foremost coded according to each variable of the research study, the independent study. The analysis and interpretation applied the descriptive statistics. According to Mugenda and Mugenda (2009), descriptive analysis involves a procedure of transforming raw data into charts, tables, with frequency distribution and percentages, which are a crucial part of interpreting and making sense (logic) of the data. In this study, the descriptive statistics of mean and frequency distributions are used to describe the study variables. On the other hand, inferential statistics including correlation analysis are used to determine the relationship between the variables. Both primary and secondary data was analyzed qualitatively and presented in tables and figures to present a clear picture of the study findings at a glance.

3.7. Descriptive Analysis

Descriptive statistics was used for analyzing data for this study include percentage, and presentation tools like, graphs and tables will be used. The strength of the three organizations

in terms of their resource mobilization capability and how that trickle down in to benefiting the beneficiaries will be measured by looking at beneficiaries in their social and economic lives. How do the target groups integrate with other community members without losing their level of confidence and self-esteem was a point of discussion, despite the availability of stigma and discrimination especially in the areas of study. The research looked at the response of Care givers of OVC by dint of the primary data gathering technique and communicating partners and stakeholders working on the issue under discussion to find out how strategic communication will bring a change in economic adjustment through time.

With respect to the specific objective of the research on the assessment of challenges and opportunities in strategic communication program). The research measured the result of this objective by sorting out information on how leaders, Staff and volunteers considered in their own sphere of influence towards the resource mobilization program. It looked at how the respondents react to the resource mobilization program with all its pros and cons, how service providing institutions react to the challenges they face and the possible opportunities as a result of the strategic communication program. The research also looked at the aforementioned objective with qualitative aspect of data analysis to answer and give result for challenges and opportunities of strategic communication. The research specifically looked at the social, environmental and economic challenges of strategic communication and the opportunities it could bring to the beneficiaries in the areas of self-sufficiency as a result of the strategic communication.

3.8. Secondary Source of data

Besides the above three primary data collection methods, intensive review of related literatures on community care coalition and child protection programs were the crucial source of secondary data that strengthened the study. The basic documents reviewed from sectors include rapid assessment report and community care coalition implementation guideline, For this investigation researches, books, chapters of books published on international journal and international, regional and national policy and legal documents which the country designed or approved to be implemented relevant to the issue are used. “Secondary analysis is the analysis of existing data initially collected for other purpose and many of the most valuable contributions to our knowledge base of this method”(Morgan, 1996). This shows that critical document analysis relevant to the research builds the inquiry with evidence base.

The CM database for the three organizations (PAD=23 OVC; FHIDO=45 OVC; DUGHDA=86 OVC) was randomly selected for analysis of the beneficiaries in terms of the acceptable service category (Food, Health, Education, Legal Services, Psychosocial Services, Shelter, Economic Strengthening). The Database was obtained from the three organizations via their program coordinators.

3.9. Ethical Consideration

A fundamental ethical principle of social work research is never to coerce anyone into participating; participation must be voluntarily (Krueger and Neuman, 2006). In conducting this study, ethical standards expected to be followed by social work researcher in National Association of Social Work Code of Ethics relevant to the nature of the study were utmost be respected. The core ethical issues in the profession of social work like respecting the autonomy, the beneficence of the participants and justices were ensured in the study. This was strengthened by code of ethics of article 5.2 of NASW by saying “Social workers engaged in research should ensure the anonymity or confidentiality of participants of the data obtained, should inform participants of any limits of confidentiality and the measures that will be taken to ensure confidentiality”.

Being guided by this code of ethics, the basic purposes and importance of the study was explained for participants and informed consent was obtained from each of them in written form. Researchers will protect privacy by not disclosing the participants’ that their identity will not be disclosed and their views will never be revealed by their name to any body and except for the sake of the study purpose (Krueger & Neuman, 2006). The privacy of participants was maintained; they were informed that whatever information they provide was kept anonymous. For protecting participants from harm, false names and codes were assigned and data shared to the researcher at any point was reported in these assigned names. So, anonymity of information was strongly maintained in the whole process of the investigation by the researcher.

3.10. Data Quality Assurance

In order to assure trustworthiness of the data collected in this research, (1) the researcher carefully conducted the data collection by allocating the required resource in a way that helped the generation of necessary data. (2) Using methodological triangulation to accommodate the different data sources and methods one over the other was the second data

quality assurance procedure used in this research. Data that was collected through in-depth interview and focus group discussion was triangulated with observation.

Research Quality The quality of data can be perceived in terms of objectivity, reliability, and validity of data. It is the measure of the degree at which the research was carried out correctly. Validity, reliability and objectivity were used in this research to test the quality aspect of research.

Validity According to Janetzko(2008), validity concerns the degree to which a research instrument measures what is supposed to measure. The questions for this research are tailored to ensure addressing the research Objective. Responses of the questions given were analyzed to determine whether the system would be of value to the users and to establish what features are more important to the user.

Objectivity addresses the question if the data collection is independent of the persons involved in data collection and independent of the devices used. Objectivity was achieved by personally contacting the respondents in person and by sending the questionnaire electronically to different individuals representing respective organizations. A letter of introduction was provided by the university during data collection which was presented to the relevant authorities in order to conduct research. The confidentiality of the data collected and the anonymity of the respondents was maintained.

Reliability informs about the extent to which repeated use of a measure leads to consistency. There are two types of reliability tests; test-retest reliability is a measure of the consistency of results from one point in time to another, parallel-test reliability expresses the consistency of results obtained via different data collection methods. Test-retest reliability was used in this research to measure the level to which the information gathered was collected in a trustworthy manner. This was achieved by issuing respondents with a pilot questionnaire and questions were refined based on the pilot test. The refined questionnaire was issued again to the respondents. The correlation between the questionnaires was checked and this gave a go ahead with the study. This approach was used because it ensures that the procedures and data collection instruments used to gather the information are consistent enough and it can produce the same repeatedly.

CHAPTER FOUR: DATA PRESENTATION AND FINDING DISCUSSION

Introduction

Data Presentation, Interpretation and Findings in order to analyze strategic communication and resource mobilization in referral linkage different organizations (PAD-from Dire Dawa; Dhughda- from Oromia and FHIDO from Addis Ababa) were communicated. The source of Data emanated from four sources: First, data related to service recipient, i.e. OVC were contacted from the three organizations, second, data related to the CC structures working with respective organizations also been analyzed. Third, data related responses from BOLSA, BOWCA, HAPCO and BoH (all government partners to the project implementation). Fourth, data gathered from the core partners. Below summary of the presentation and summary of the three research questions or the specific objectives.

4.1. Existing challenges within the three NGOs in strategic communication in referral linkage

In identifying the exiting challenges of the three NGOs, Interview and Focus Group Discussion used and the challenges correlated with literatures to strengthen the foundation of the study and worked on the possible Solutions which will influence the overall dynamic of the resource mobilization process using resource mobilization.

i. Competition among NGOs in the Same Sector

Resource duplication is also identified in the activities of some NGOs. For example where there are about ten or more NGOs within the same geographical area and all offer the same services at the expense of other areas that require equal attention. This raises competition among the NGOs instead of cooperation and unfortunately at times these are not the areas where the donors what to focus on (Sheate, 2010). There is also a challenge of increased competition between NGOs for funds especially against larger, established NGOs that are known by international donors due to their involvement in relief activities during famine or floods. This puts the emerging NGOs under immense pressure to prove themselves to international donors of their capability to manage resources where aid flow is declining (Bryman, 2012).

ii. **Political Influence and Interference**

Government policies and political climate are noted by Frostenson (2013) to increase bureaucratic red tape for NGOs mobilizing resources externally. In practice, on occasions of political instability, donors do not release funds or at times, they reduce or impose severe measures. According to Gyamfi (2010), Government perceptions and attitude of NGOs have not been excellent in many African countries and some organizations have been considered by the government as a danger. This scenario has in the past caused deregistration and restrictions for fund sourcing funds from external donors in Ethiopia. There is a particular form of pluralism which causes government to respond: the material and ideological power of business in capitalist political economies, a power which is reflected in the rise of the commercial pluralism described above (Sandra, 2004).

iii. **Inadequate Awareness on Available Opportunities**

Windows of opportunities also exist within some countries that at times, NGOs fail to exploit due to lack of awareness that the opportunities really exist. Beverly *et al.* (2012) indicates that government funds available were not accessed by civil society organizations due to inadequate awareness about the availability and the procedures required to access the funds. On the other hand, NGOs that have become aware of the available opportunities to raise funds have led to the generation of profits from various activities. Viravaidya & Hayssen (2011) cite environmental NGOs that operate tourism businesses and also publish nature books alongside owning eco-enterprises producing profits and supporting environmental awareness. Some of these NGOs sell various promotional objects so as to earn revenue while at the same time disseminates information about the organizational overall intent.

4.2. Existing opportunities within the three NGOs in strategic communication for resource mobilization in referral linkage

During the interview and FGD, different variables could be identified and how these opportunities feed to the strategic Communication approach looked at vigorously from the literature perspective. The identified Variables were helpful for the specific display of the opportunities for resource mobilization using strategic communication approach.

4.2.1. Experience of the NGO towards RM:

There is significant capacity limitation among indigenous NGOs in terms of human resource and due to having insufficient staff then to pursuing appropriate funding or resources remains elusive to many (Yuwen, 2011). For example in Kenya, it was noted 16 that Isinya division had about 484 CBOs of various types formed to address the poverty/household ill health experienced in the area. However, only 25% of these CBOs were found to be actively implementing projects at micro level, the rest remained inactive due to inability to mobilize the required resources for implementing their mandates (Beverly *et al.*, 2012).

4.2.2. Availability of the CCC:

The community care coalition is a structure of the government designed within the kebele level for mobilizing and sustaining resource for the most disadvantaged community members. Community care coalitions are groups of individuals and/or organizations at local level that join together for common purpose of expanding and enhancing care for People living with HIV/AIDS (PLWHA) and most vulnerable children in communities. Groups providing care directly are community care groups (CCGs), those with mainly a coordination role are called CCCs. CCCs include heads of churches, volunteers, the government, businesses, NGOs and CBOs providing material and financial support locally (Caitlin, Medley, Michael, & Kevin, 2010).

4.2.3. Stable Working team:

Working team in the organization which is stable in its operation will make a difference towards resource mobilization as the team will be able to design its communication strategy and understand the overall perspective very well. The continued growth in service, knowledge, and information jobs means that successful communication will dominate everyone's activities. At various times in everyone's career, the need to interview effectively, listen and gather information, lead others, work in groups and on teams, and respond to change makes effective communication skills a requirement for successful employment. At this point, we have established the importance of organizational communication. (Thomas and Mark, 2008).

4.2.4. Culture of the Community (Generosity) :

The community who gives what is in its possession will work for the benefit of the most disadvantaged.

4.2.5. Feasibility and Sustainability

The main characteristics of the domestic resource mobilization initiatives conducted by the LIPs were described and partially analyzed in the immediately previous pages. The purpose henceforward is to broaden the analysis and punctually address the questions structuring this project: First, is a DRM approach carried out by Social Movement Organizations (SMOs) feasible and sustainable in Sub Saharan Africa? The issues of feasibility and sustainability refer to the existence of domestic resources –funds, labor, knowledge, infrastructure- and its availability to social movement causes. The mobilization of domestic entrepreneurial sectors and State resources by the LIPs in the three study sites lend elements for the analysis. Regarding the advancement of social movement causes, concepts presented thereof.

4.2.6. Networking and Referral System

The type of networks that NGOs engages in influences their ability to mobilize resources. Good networks enables organizations to gain more visibility, gain experience and access new avenues for resource mobilization. Lack of learning from experience and an inability of NGOs to address local structural causes of poverty, deprivation and under-development affect their ability to mobilize resources from those who have in abundance. Majority of NGOs intervene at community level without any community mapping and implement projects without due regard to ongoing community initiatives hence to leading to politics such that one organization has resources and no community presence and another organization can have community presence but no resources.

4.2.7. Partnership and Collaboration

Partnership is a dynamic relationship among diverse actors, based on mutually agreed objectives, pursued through a shared understanding of the most rational division of labor based on the respective comparative advantages of each partner Partnership is based on sharing of resources, competencies, risks, costs or benefits. This kind of sharing ranges from a an exchange of assets to sharing of governance, decision-making and programme development and delivery (Tennyson & Harrison, 2008). According to Tennyson & Harrison (2008), there are three stages that NGOs goes through as they move towards formalizing collaboration: Pre-convergence condition-In this stage different NGOs organizations works on their quite different attitudes towards liberation and globalization. Realization stage- in

this stage NGOs begin to realize they have to co-exist hence they look for ways on how they can influence each other. More often joint social responsibility projects are executed in this stage. Collaboration stage- In this stage NGOs realize that they can work with and learn from each other. They enter into co-created business-business relationships. According to Glasbergen & Biermann (2007), different organizations choose to partner for reasons such as enhancing efficiency and effectiveness through a reliance on comparative advantage, a rational division of labor and resource mobilization this combination leads to incremental improvements on what the partnership was designed to achieve. Partnership provides a joint integrated resources and solutions required by the nature and scope of the problem which is being addressed at a given point. It also enables organizations to move from a no-win situation among many actors to potential win-win situation. Partnership opens decision making process which promotes a wider operationalization of the public good.

4.2.8. Amended Charity Law: The recent update on the charity law showed hope and confidence on the charity law, ease of flexibility on the cost, area of operation, ease of establishment and systematic controlling system and overall management of the charity organizations believed to be an excellent opportunity towards resource mobilization by implementing organizations to the best of their capability and effort.

4.3. Relationship ship existing between strategic communication approach and resource mobilization of the charity organizations

The Correlation between the strategic communication approach and resource mobilization clearly stipulated by the three NGOs and valuable variables could be identified to look at how these variables become significant for correlation.

i. Amicable relation with government structure:

The government has ample resource to support the community effort in the best possible way. The government body is the policy maker in most of the circumstances. Policies which are convenient for NGOs will help NGOs operate conductively.

ii. Use of Strategic Communication approach:

Organizations are able to apply purposive communication style when reaching stakeholders and partners towards resource mobilization. They should design their communication strategy. Communication needs to be integrated into the business processes with communication milestones included in the business plan and as part of the business planning

process. Communication should be placed on the agenda of meetings and built into the management discussion of strategic

Objectives and planning. (Sandra M. Oliver, 2004) A communication strategy is “the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude strategy”. This general strategy has to be linked to the roots of the organization and must be treated seriously. All of the employees and people involved in the organization must commit to the strategy 100%. There is no way that an organization can function well with the outside world if it does not have a sound plan for how to inform the public of what they do. A communication strategy can take on many different looks, ranging from a one-on-one interaction to a worldwide campaign. (Matthew Cook Caitlin Lally Matthew McCarthy Kristine Mischle, New Horizon Center)

iii. Inadequate Strategic and Operational Plans

Local nongovernmental organizations do not have in place strategic plans that guide them on what the objectives are and enable them to identify the resources needed to attain the said objectives. Most strategic plans developed by NGOs are for donor purposes only and they fail to reflect the actual needs to be addressed by the stakeholders (Ulleberg, 2009). Communication needs to be integrated into the business processes with communication milestones included in the business plan and as part of the business planning process. Communication should be placed on the agenda of meetings and built into the management discussion of strategic objectives and planning. (Sandra M, 2004)

iv. Capacity Building and Advocacy as Strategy

Capacity building is one of the major strategies used by community care coalition in providing welfare service to vulnerable children, families and local communities in destitute living conditions, capacity building and advocacy is the key strategy to be used for catalyzing community based child protection and family welfare. Capacity building is any form of training, advocacy, community dialogue or the use of media for capacitating the understanding of the community. This can be undertaken on the existing status of child vulnerability and basic services needed to be delivered by concerned key stakeholders. In doing so, community care coalition was used as durable system for community development in general and child protection in particular.

The capacity building programs are delivered to targeted groups for sensitizing their awareness. The other role of capacity building was strengthening sectors understanding to play an appropriate role in accordance with their organizational mandate to reduce child vulnerability and sustain child welfare program. Capacity building program for key actors from formal organizations is needed for strengthening intersectional collaboration. It was also intended to create new understanding for key community members about the emerging futures of child right violations. Gender focused capacity building efforts are the key ways of changing social norms that predispose children to violence but not considered as abuses to the right of the child.

4.4. The importance of strategic communication towards resource mobilization of the three NGOs in referral linkage

The importance of strategic communication towards resource mobilization of the three NGOs in referral linkage. Alliance in India, 2007, Defined Linkage as The connection facilitated by an NGO worker between a service provider and a client is defined as a linkage. The service provider could be a local, government or private hospital, another NGO, a network, a government department, a local business or even another project within the same NGO. The client here refers to the community of children, women and families affected/living with HIV. The Interview and the focus Group discussion delineated important variables which determine the importance of the strategic Communication.

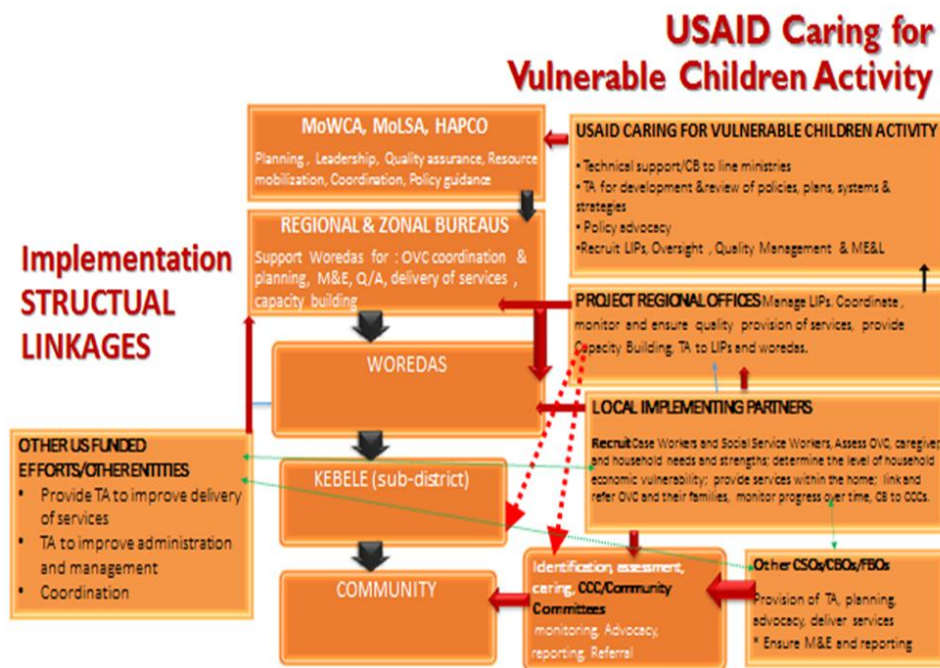
i. Referral Service to CCC:

This type of referral service refers to a referee made by community care coalition to support poor children and their families to members of community care coalition functioning and their respective city administration and regional sectors who are assumed to have a direct role to the program being referred. Sectors referred by community care coalition for this component refers to forefront child right sectors like Bureau of Labor and Social Affairs, Bureau of Women and Children Affairs, Police Commission, Bureau of Justice, Health Bureau and Education Bureau, and government Schools.

ii. **Minimal Communication and Branding**

Most NGOs are unable to communicate effectively about themselves (who they are, what they do, and their achievements). This inability to communicate means the visibility of the organization is poor and they are not able to effectively market their programs (Viravaidya & Hayssen, 2010). This ultimately affects their mobilization of resources. Many at times organizations lose the opportunity to get resources as donors or stakeholders are not aware of the presence of the organization within the area, sector or country (Ulleberg, 2009). The communication staff needs to be close to the most important business issues, involved in the strategic and business planning processes. They must have a ‘seat at the table’. Being a member of the senior management team allows the senior communication officer to understand the company’s strategy and to participate in the decision making. In addition, the communication staff should be seen as facilitators of change not just as producers of publications (Sandra, 2004)

Figure 2. Showing Referral Linkage



4.5. Discussion

Data was collected to look at the relation with the government structure, out of 13 CC/CCC; all claimed that the structure is within the government structure. Being composed of different community members, including representatives from Kebele level government employees, People from Civic Society Organization (Like Edir members), representative from elders; the structure is the most useful entity to reach out the community on a larger scale.

With respect to the experience of CC in mobilizing resources, as part of the government structure, the data collected showed the constraint and limitation factors in the mobilization efforts. The structure doesn't have written communication strategy, some of the respondents put forth activities related to written communication strategy is a work in progress.

The boosting of resource mobilization by strategic communication is the highest priority under consideration from all the data collected from the CC. The existence of resource mobilization strategy is the beginning but requires constant follow-up and systematic application as one the guiding principle since mobilization of resource is the combined result of communication and strategy. DD BOWCA: “.....I believe our communication department needs to be strengthened and be able to mobilize resources; the problem is the absence of skilled professional to strategize the operational undertaking of the communication department.”

The research also indicated that the strategic and operational plan is an integral part of stabilized nature of the mobilization effort and the CC/CCC's; maintaining constant and focused plan whether being strategic or operation by the structure is a point of concern. Data indicated that out of sample CC, only 38 % of the structure prepared or updated plans or worked as per schedule and programs.

The working team of the CC structure primarily contained the resource mobilization working team, the approval and selection working team and Awareness creation working team are the primary teams under consideration; despite the level of strength and persistence by respective CC structure, all CCs according to the data collected for the study, indicated that working teams were formed and conducted their operational duties to efficiently undertake daily practice and activities. In conjunction with this, DD BOLSA: “.....Working together with in resource mobilization will help NGOs establish firm ground towards sustainability. The finalization of CC as resource mobilization will be tremendously

helpful...and we are tirelessly working together with the regional government to finalize the legal accreditation process”

With regards to the culture of giving of the community, the three regions CC have different culture in giving or generosity. Data showed about 46 % of the CC under study explained positive giving culture ; however, people need to engage themselves rather than simply donating materials and finances directly for those in need. The amount of materials and finances mobilized by the CC from the community showed significant variation from month to month and quarter to quarter. Consistent participation and support is the primary factor under consideration.

The number of NGOs operating in the respective areas varied accordingly. Competition in terms of resource and operational areas were the deterring factors for the effective operational presence of implementing partner which affected the quality and quantity of support. Most NGOs in the regions came up with little or no resources to support the beneficiaries and expected most of the support from the CC structure and this even created duplication and redundancy under some circumstances. In this connection, DD HAPCO: “.....Our collaboration and partnership serve to meet the intended purpose (i.e. resource mobilization efforts”

The political influence showed and admitted by 92 % of the CC/CCC under study since being part of the formal government structure at the Kebele and regional level, there appeared to be some interference from officials as far as their movement and action is concerned.

AA HAPCO: “.....Being HIV/AIDS sensitive Project, the working relationship among the different partners, the strategic communication existing in this project implementation to support those vulnerable with the Virus.” We prioritized the developmental issues rather than political influence.

All the CC/CCC under study clearly revealed their level of awareness on the availability of opportunities on resource mobilization, system improvement and strong collaboration from the community. 100 % of the CC delineated opportunities required constant tracking of the scenarios for systemic and sustainable partnership with all the stakeholders. OROMIYA BOLSA: “.....Our Partnership existing among Oromiya BOLSA, BOWCA, BOH, and the implementing partner(DHUGDA), of the project-Our common effort in resource mobilization to support the most vulnerable and their parents is significant to impact the process.”

The CC/CCC's structural branding understood by the larger portion of the community as significantly message delivering or conducting humanitarian activities to the most vulnerable groups of population. With respect to the CC's objective clear understanding by the existing CC, more than 90 % of them set to understand the matter with objective phenomenon.

OVC (Orphan and Vulnerable Children)

Out of the total 34,006 OVC enrolled by the three implementing organizations; Namely: PAD, FHIDO and DUGHDA a total sample of 187 selected and analyzed under this study using Yemane's Formula ; and a separate sample of 15 % from PAD; 29% of FHIDO and 55% of OVC sample from DUGHDA , was analyzed.

Table 3 Proportional sampling approach.

Characteristics	Age			Remark
	M	F	T	
Sex	65	122	187	
Education				All below grade 11
Age				
Below 9 Years	6			
10-13			80	
14-17			109	

In the study of finding out whom are the OVC living currently, 21% of the children told they are paternal or maternal orphans which make the implementing partner in the respective region responsible in mobilization of resources from the community to meet the family need . 79 % of the responding OVC replied they are with their parents.

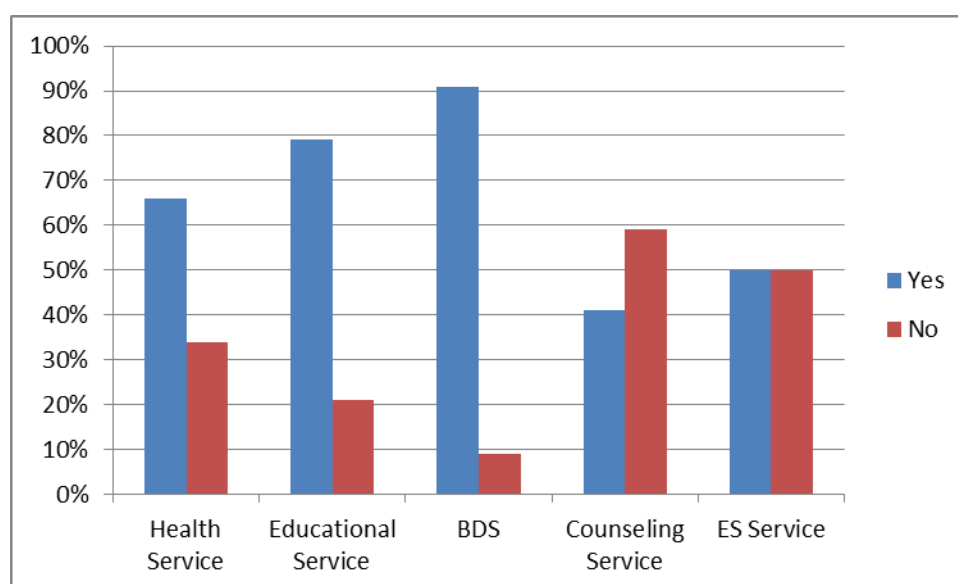
With respect to parents' educational level, most of the parents, estimated figures of 36 % have some kind of Education (Elementary or Non-formal Education) ; which implied the job status expected low paid job and labor related ; even most are unemployed and some of them

engaged in income generating activities. The situation even worse for the remaining Parents, which make up of 64% of them have increased level of handout perception.

	Health Service	Education Service	Importance Of BDS	Counseling Service	ES Service	Service From other org.	Timely info
Yes	124	147	170	77	94	63	137
No	63	40	17	110	93	124	50
Total	187	187	187	187	187	187	187

In finding out, whether there exists anyone besides their families in supporting their lives, 95% of them responded no one else gives a hand to them. Identifying the type of services delivered to the vulnerable children via the referral linkage; Health services delivered to 66 % of the OVC in aggregate; With regards to the Education service, the study revealed that the average of 65 % of them served with different kind of services (including scholastic, educational follow-up, tutorial services, etc.).

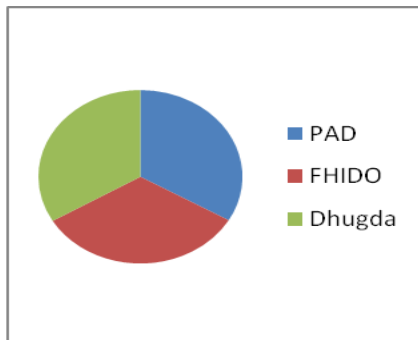
Figure 3. Showing OVC Response on the type of services they received



During data collection to the study, the study showed that most of the enrolled beneficiaries in the three organizations got support of different nature consistent to the care plan and their

utmost need identified during assessment period. The Data, so that, revealed 95.6 % of the beneficiaries from Positive action for Development; 95 % from FHIDO and 96 % from Dhugda got support within one year period.

Figure 4: Data Representation



Capacity building and advocacy strategy by the CC/CCC are the major knowledge and experience sharing phenomenon as drop out of members of CC/CCC are the major deterring factor of the resource mobilization efforts and the operational efficiency of the three working teams (Resource Mobilization working team, Approval and selection working team and Awareness Creation working team) . FHI360: “.....As prime partner for the implementation of this Project, the coordination and overall management of the project in all the three regions(Oromiya, AA, DD) requires strategic focus to systematically organize the process and be able to make sustainable impact as far as the vulnerable community are concerned, specifically, those vulnerable with HIV/AIDS.”

Following any drop out, newly assigned individuals or new replacement for similar role is the primary target before capacity building training and updating them with any sort of advocacy issues.

Commitment level by the CC/CCC is the qualitative aspect of individual and collective efforts laid by members of CC/CCCs to improve the lives of the most vulnerable community. The support included Educational, Health, Food, Psychosocial Support, Legal Protection, Economic Strengthening and Shelter and Care. ESSWA: “.....In the MoU, We have an involvement specifically towards strengthening the social service system of Ethiopia, the three Project implementation areas are part of the process. The training of Social Service Workers for their active engagement in mobilizing resource for the CVC Project is mainly significant at the country level.”

Commitment level was seen in terms of individual's level of effort, time allocation, punctuality and being result oriented ; from collective stand point ; team spirit, respect, collaborative scenario .

With respect to access to information for problem solving and decision making, CC/CCC relation and exchanging information with their respective Partner Organization has been tremendous so that timely decision making is possible. 95 % of the CC/CCC under study put forth timely sharing of data, updating information as necessary, sorting out problems in a timely manner before any kind of negative escalation of deterrence. AA BOWCA: “.....Our partnership and collaboration including sharing of data and information mainly focuses on strengthening the social service system, working on community care coalition, whose primary role rests on mobilization of different resources to support the vulnerable member of the community, especially, HIV/AIDS vulnerability.”

The Support of CC/CCC is multi-faceted and mainly comprised of social and economic change observed as a result of the continuous intervention and change-oriented phenomenon during the period. The socio-economic change as a result of the intervention required some time and understood by the CC/CCC as being cumulative and additive in nature to bring change on the lives of the vulnerable groups (OVC and their Care givers). MOLSA: “.....The partnership level existing among the donors, the core partner and similar other organizations....mobilization of resource following the conclusion of MoU signed among fhi360, Ministry of Health, Ministry of Labor and Social Affair, Ministry of Women, Children and Youth .”

Types of Resource Mobilization approaches varies accordingly: CC/CCC in collaboration with the partner implementing organization in Addis Ababa, focused on Organizational sponsorship , Individual sponsorship, Schools' Collaboration, Using Edirs and other CSOs and Faith Based intervention; On the other side, CC/CCC in Dire Dawa; Primarily used Individual Sponsorship, Edirs , VSLA Groups , Faith Based Intervention and Organizational Sponsorship. Last but not least, CC/CCC in Oromiya Region used similar approaches in mobilizing resource to support the most vulnerable. In line with this, AA BOLSA: “..... Our Partnership existing among AA BOLSA, AA BOWCA, AA BOH, and the implementing partner of the project-Our common effort in resource mobilization to support the most vulnerable and their parents is significant to impact the process.

With regards to the stakeholders of the organizations, there are donor, service users, staff, governmental institutions, families of vulnerable children. As part of this research, staff and

management body have given their opinion about the communication practice of the organization. Service users are selected as other stakeholders for the interview as far as communication and service use is concerned. Consequently, DD HoB: “.....CVC project as per my understanding is based on referral linkage for services which imply resource mobilization as an integral part of the process.”

The level of communication practice towards resource mobilization by all these governmental organization lacked systematic level. All correspondence referred by the Bureau heads to the team leaders and the team acted on the issue accordingly. Bureau like BOLSA is structured as a pool and major communication practice is also pooled under BOWCA. With regards to the existence of communication policy, it is understood that the Bureaus don't have policies that will help the respective organizations direct their communication practice in a systematic manner. Especially, the study hasn't been supported with justifiable evidence whether Bureaus' strategic communication tailored towards resource mobilization. The Communication policy exists at the Ministerial level (MOLSA, MOWCA).

At HAPCO and BOLSA level, the PR and organizational structure of the offices not as strong as expected and it is like working proxy structure (Not clearly defined nature and shape). In the case of BOWCA, there is a communication department with three individuals working on it.

Stakeholders are major entities who shared some sorts of responsibilities with the above governmental bureaus to discharge their duties; with commonality in operation; All kebeles and sector bureaus like (Agricultural, Education, Health, Police Commission and Justice Bureaus are major stakeholders for the Labor and Social Affair Bureau); Apart from these institutions, NGOs operating in children, Women, and vulnerable groups are primary stakeholders working with the bureaus.

The level of staff ownership to the their respective organizations is encouraging and ownership depicted on the commitment of staff, maintaining quality parameter in ensuring service delivery , collaboration and partnership and reporting processes.

The use of social media, as per the interview responses from the four governmental organizations, not in a strong position or in its infancy stage as expected. Team leaders/

Directors interviewed for this study wouldn't even use or don't know whether the Bureaus use social media as part of their communication practice and strategy.

There is clear reporting procedure as part of formal communication to and from the bureaus. Kebele level structure made periodic reports, NGOs including PAD, FHIDO and DUGHDA all reported quarterly reports to these governmental Bureaus. The organizations which participated in the interview and discussion program outlined that reporting to their respective Ministries; regional Administrative is a common and regular practice.

With respect to the existence of PR and Communication personnel, There are three personnel at the regional BOWCA level, also exist in MOLSA and MOWYCA and MoH to enhance up the communication process within and across the organizations. In line with that, the Communication plan and report of the organizations or Bureaus fully coincided with the communication department. As Illustration, all items of the plan (Planning elements) are communicated to the external bodies with the communication department by the regional BOWCA in Dire Dawa.

Concluding MoU and bi-partite or tri-partite agreement is a common form of formal and binding communication line and procedure among the parties involved in the implementation of projects and mobilization efforts or resources of the organizations. Periodic meeting is organized monthly in case of BOLSA-DD with its stakeholders; quarterly meeting schedule is a common phenomenon to talk or discuss about the implementation of joint planning, resource utilization and mobilization.

The monitoring and evaluation process conducted accordingly by the institutions especially on the utilization of resource and activity implementation is worthy of consideration. Joint supervision and respective organization departmental level communication in the form of Monitoring and Evaluation conducted regularly with intention of measuring and analyzing plans and activities. The capacity of Communication personnel in identifying opportunities related to resources seemed to be limited and needs to be strengthened accordingly. Bureaus like BOLSA-DD , has no structure to entail communication or PR professional as part of the organizational structure; Other Bureaus like BOWCA, despite having communication department , the capacity of identifying opportunities is limited and does not ensure efficacy

Challenges and opportunities are part and parcel of the procedural pattern in strengthening of partnership and collaboration efforts by the organization interviewed for this study. Resource

limitation, lack of coordination, structural problems and security issues found to be the hindering condition to normally operate and be efficient. With respect to the available opportunities, the renewed CSO proclamation- as it will ease the entry process for several CSOs, the existence of NGOs currently operating in similar thematic areas, the introduction of government safety net as both in the form of productive safety net and direct support.

Partnering with governments, civil society organizations, the private sector, and communities leads to success. Mutual respect for diversity and cultural differences, Passion driven by a personal commitment to make a positive difference, accountability for our work, measuring, reporting, and continually improving all that we do. Commitment to excellence assured by the highest ethical, quality, operational performance, and scientific standards. Teamwork across disciplines and geographies, within the organization and with our partners

With regards to the mandates of the partners, fhi360, Plan International and ESSWA, among others, focused on FHI 360 is helping communities make measurable progress in the areas of health, education, disease prevention, poverty alleviation, and social inequity – improving lives for millions. Plan focused on children’s rights and equality for girls and ESSWA focused on the objective of playing a facilitation role in tapping the potentials of these professions and its members in social development endeavors of the country.

These three partners have had high level of excellence in strategic communication; with good partnership level among the three and with implementing organizations; PAD, FHIDO and DHUGDHA understood the strategic communication perspective in working together towards the joint project implementation.

The finding also found out the two partners (fhi360 and Plan International) have departments running the organizational communication , ESSWA , despite the existence of structure , It is devoid of personnel at the time of this study, primarily due to budget reasons. The intradepartmental and interdepartmental relation among the communication department both internally or across organizations needs to be strengthened.

The study also looked at the staff, services, programs and procedures in the partner organization specifically the three Civic Society organizations; the relationship among these organizations became strategic as a result of the joint project implementation; as each of them play a clear role and responsibility towards the CVC Project implementation. The Core Partner fhi360, sub-contracted issues like child protection, Education services, Economic

Strengthening by the Plan International; Strengthening the Social Service Workers development and deployment, including strengthening of CC/CCC rendered to ESSWA for its technical and professional contribution as part of the Project implementation.

With respect to issues most important to stakeholders, the finding of the study looked at the issues most important to stakeholders was the compliance to the partnership agreement during the implementation phase and during the course of the project duration and future relation.

The study identified several partners and enablers to the three partners (fhi360, Plan and ESSWA) ; all the implementation partners(Local organizations), MOLSA, MOWYCA, MoH, Federal HAPCO, all the regional governmental bureaus that corresponded to the Ministry for the purpose of cascading the objective and mandates formulated and designed at the federal level and down synchronized at the lowest level of the government structure.

Budget allocation knowledge and understanding among the partners understood and communicated accordingly. The finding also stated budget related information shared and communicated in advance to the all types of partners. The budget transfer process started from the fhi360 to all involving partners for the budget-based activity project implementation. The Preparation of action plan by all respective partners, whether budget or not, managed by individual organization, separate treatment of action plan

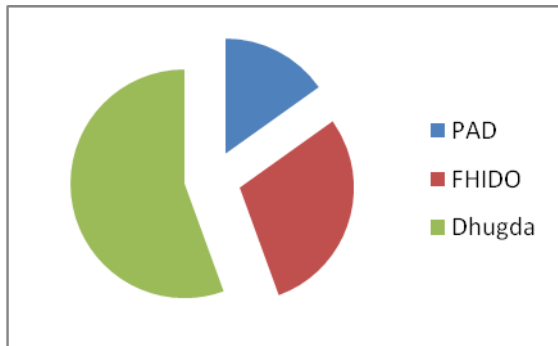
The organizational ambition of all the partners, including the core partner, derived from the organizational objective and mandates of operation and areas of intervention, for instance, the ambition of plan international is to secure a world for children without abuse and girls' education and similarly ESSWA's ambition to develop and deploy Social Service Workforce at the country and regional level.

All the partners committed to the defined level of accountability through their partnership and collaborative memorandum of understanding. Partners recognized the content of the MoU on the assignment and responsibility of respective organization so that clarity of the accountability shared among the partners and individual responsibility can also be maintained and respected.

Out of the total 34,006 OVC enrolled by the three implementing organizations; Namely: PAD, FHIDO and DUGHDA a total sample of 187 selected and analyzed under this study

using Yemane's Formula ; and a separate sample of 15 % from PAD; 29% of FHIDO and 55% of OVC sample from DUGHDA , was analyzed.

Figure 5: Sample Representation



In the study of finding out whom are the OVC living currently, 21% of the children told they are paternal or maternal orphans which make the implementing partner in the respective region responsible in mobilization of resources from the community to meet the family need . 79 % of the responding OVC replied they are with their parents.

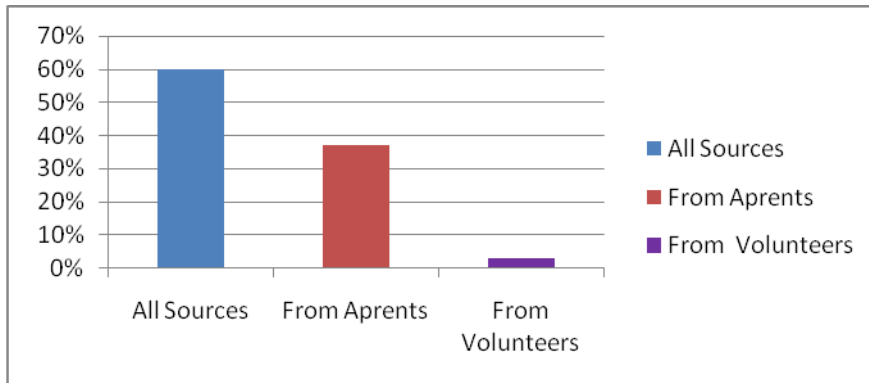
With respect to parents' educational level, most of the parents, estimated figures of 36 % have some kind of Education (Elementary or Non-formal Education) ; which implied the job status expected low paid job and labor related ; even most are unemployed and some of them engaged in income generating activities. The situation even worse for the remaining Parents, which make up of 64% of them have increased level of handout perception.

In finding out, whether there exists anyone besides their families in supporting their lives, 95% of them responded no one else gives a hand to them. Identifying the type of services delivered to the vulnerable children via the referral linkage; Health services delivered to 66 % of the OVC in aggregate; With regards to the Education service, the study revealed that the average of 65 % of them served with different kind of services (including scholastic, educational follow-up, tutorial services, etc.).

Timely information sharing and who shares it to them is major element of referral linkage as communication needs to be created between the service seekers and the service providers; volunteers working on the ground level or at the community level ; Social Service Workers and Kebele level CC/CCC share the information whenever necessary. Out of the total 187 OVC, 60% of them said they heard the information from all sources (Parents, SSW, and

Volunteers); 37% of the OVC from their Parents; 4% from their Social Service Workers and 3% of them from their respective Case Workers (Volunteers).

Figure 6: Information Sharing



The timely information exchange among the OVC, 73% of them Put forth they could obtain timely information and the remaining couldn't. Timely information includes type of services, date of service delivery, required data analysis, Service follow-up and etc. are all expected to be communicated among the Project implementing organizations, SSW and Volunteers along with Kebeles Structures.

Case Study:

Due to the lack of support for the OVC and their caregivers, the Implementing Partners are expected to mobilize the required resources (Educational, Health, Food, Shelter, Economic Strengthening, Legal Support, and PSS) for the benefit of the children. This case study focuses on how PAD could mobilize more than 3,000,000 worth of resources per annum for two consecutive years despite its inadequacy to support all the 5114 children as per their requirement.

Designing weekly, Monthly meeting between the technical staff and volunteers to set an operational plan on resource mobilization involving people at the lower structure level; the weekly follow-up meeting with the SSW and CW helped the LIP tremendously in that regards. As part of the intervention, 1300 Children aged 10-17 could learn the culture of saving in four different banks (Cooperative Bank of Oromiya, Danshen Bank, Anbessa Bank and Wogagen Banks) their last saving amount reached a total of 300,000 Birr with Block account in their respective Banks.

Memorandum of Understanding as part of communication, obligation and documentation, concluded between the Implementing Partner and the Banks, separately. As part of their obligation, the Banks donated scholastic materials to the children at the beginning of the school year.

Thus, as a result of this communication approach, the children benefited from saving at least until they turned 18; received scholastic materials from their respective Banks, Could get economic strengthening training. The Banks with their representatives made the donation to the children, especially, the scholastic support. This approach could be replicated in other aspects to mobilize more resources using communicating strategically.

Summary of the overall Discussion

In the analysis of the research, it was found out from all the three LIPs, the absence of written communication strategy for clear and transparent communication conducted among different stakeholders. Implementing partners (the three LIPs) are expected to have a drafted version of strategic and operational plan to manage the mobilization effort. The infirmity of the resource mobilization team and being un-organized requires urgent consideration and attention. Searching and utilizing of the availability of opportunities is the prior aspect of strengthening resource mobilization. The continuous drop out members of CC/CCC, the structural challenge and professional challenge are the considerable challenge requiring overwhelming attention.

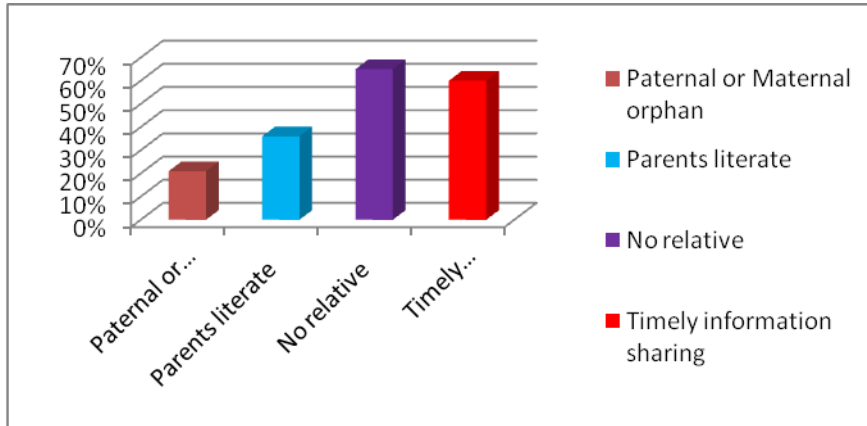
At the regional level, the communication department is almost non-existent; if it does in some places, the role of the entity is unclear; PR seems to be unrecognizable and unprofessional with respect to its implementation. Apart from that, the limited role of social media for the purpose of resource mobilization needs to be taken in to account.

Strengthening systematic joint supervision as part of improving the collaboration and partnership existing between the GO-NGOs, such supervision needs to be incorporated in strategic and operational plan of the organizations.

21% of OVC maternal or paternal orphan, only 36% of parents have some kind of Education, 95% of the OVC are with no other persons (Relatives) supportive them; 65% of the OVC served with some kind of services(Food, education, PSS, Legal Protection, Shelter, Health and ES).

Timely information sharing and the source of information-60% of the OVC said they heard from all sources (Parents, SSW and volunteers).

Figure 7: Orphan Status



The different status of Orphan, from the data analysis shows that how vulnerable they are due to their orphanage status, whether their parents are literate or not, having any relative when becoming double orphan and how timely information benefits them to obtain any services, protect themselves from infectious disease as a result of awareness creation from the respective implementing partners.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The primary objective of this study is to look at the analysis of strategic communication approach towards resource mobilization in referral linkage project. The project implementer, the service providers, service facilitators, the service seekers are all expected to strategically relate to one another. The relation between the project implementer and the service providers lacked strategic relation; only based on begging strategy –they just beg for the vulnerable children and their parents. Service Providers would like to hear what is in it for them in terms of mutually accepting responsibilities. Most service providers, give “YES-NO” answer in which their response lacked clarity and their position remained unknown.

The conclusion of this research study focuses on the clear description of the strategic communication frame according to Van Ruler and FAO resource mobilization steps, and how it related to resource mobilization. Namely: Internal situation, ambition, vision, external situation, accountability, stakeholders, approach and resource. In gathering of data, the top managers, the middle level managers and the clients have been participated. Thus, the conclusion encompasses their opinion in a consolidated manner. First, the internal situation, there are a number of procedures, policies, guideline, manual in which employees, managers; stakeholders follow for efficient communication practice.

Second, the ambition of LIPs, as it already formulated their organizational values (Responsiveness, Collaboration, Non-Discriminatory) which the organizations have intended to respect, achieve, and reach at some point in time as an integral part of their ambition.

Third, with respect to the Organizational vision, as formulated in its strategic plan, “...all the three organizations see to be an institution of excellence in the provision of standard services to vulnerable children and their caregivers.” Is an essential piece of information with grand message. The management, staff and stakeholders need to work in close collaboration to achieve the vision of the organization.

Fourth, External situation is the other crucial element in the strategic communication frame; it is the situation in which how the enablers perceive the internal situation and working practices of the organizations. As an illustration, the Ministry of labor and social affair, Ministry of health , Ministry of Women , Children and Youth , and all their regional

counterparts have stakes how the organizational practice add value to the overall outcome of these respective ministries.

Fifth, Accountability, it is the situations how the three LIPs's managers, staff are assuming different level of responsibilities. Respondents in the questionnaire have responded when asked about handling of complaints from staff and clients, all the managers responded with the positive note which implied the accountability in case of dissatisfaction, gaps and damage as far as the organizational activities and objectives are concerned.

Sixth, Stakeholders are the other crucial components of the strategic communication frame, these are individuals or group of individuals which influenced the organizations under study, or can be influenced and in this way are interested in the organization. The other are the enablers, which the three Implementing organizations need their support for efficient undertaking and implementation of its programs.

Seventh, Design or approach, this is how the three Implementing organization (Partners) a undertook their activities towards implementation of the objective. Primarily, employees of the organizations understood and their responsibilities and obligation as they sign the employment contract agreement and this is interpreted as the approach they should follow when serving clients in particular and the organizational objective in general. Secondly, there are different service related manuals which also show how clients act when receiving services or products in the organization. Stephen & Karen, 2009 delineated, "we are not always conscious of our goals and plans. In some instances, people may behave without any clear goal in mind. This is often the case in routine interactions. But even routine behaviors are reflective of prior conscious and strategic attempts to achieve a goal."

Eighth, Resource is the other component in the strategic communication frame, this includes manpower, material, technical and financial resources. The three LIPs are equipped with the necessary and required resources to meet their objectives through communication strategically and able to mobilize resource accordingly.

The study also identified opportunities and challenges from the project implementation. Common opportunities like the renewed CSO proclamation, which loosen their operational undertakings of NGOs, and smoothen even the relationship between the NGOs and Non-governmental organizations; the establishment and strengthening of CC/CCC for sustainable nature of community development and assistance with resources mobilized from the

community for the community ; Organizational development via experience sharing among the local organizations as each of the implementing partner, PAD from DD; FHIDO from Addis Ababa , DUGIGHA from Oromiya, samples selected out of the 22 local organizations located in six regions (Addis Ababa, dire Dawa, Oromiya, Tigray, Amhara and SNNP) . Strengthening of governmental structure, as CC/CCC is the formal governmental structure formed or established through Proclamation and directive in the respective regions and resources are allocated for capacity development purpose.

Cross-Learning among the local organizations is also an opportunity for each of them as each of them has values and traits which other could learn. This will improve the nature of the organization towards decision making and problem solving. Learning in areas of project writing, implementation and Monitoring and evaluation; learning in written communication: including e-mail and letter communication among other forms of communication.

Staff capacity development is an opportunity drawn from this partnership project as the core partner and other technical partners provide skill development and potential improvement of the Project staff which will also benefit the organization.

With regards to challenges which were identified as a result of this study, Major ones are explained as such: Limitation of resource seen as one of the immense challenge identified from the study; local organizations' capability to mobilize resource crippled with the dwindling of global resource availability. Sometimes, with mobilized resource of some amount, organizations (NGOs and GOs) revealed lack of coordination among different parties, structural problem of organization like BOLSA-Dire Dawa, as it is structured as a pool within the regional BOWYCA, and believed by the BOLSA as a limiting factor towards resource management and mobilization as an entity.

CC/CCC's infirmity in structure found to be another challenge in resource mobilization using strategic communication; despite the structure's requirement for sustainable community-based support and assistance, the structure lacked systematic and organized implementation approach. Interviewees from the three local organizations pointed out... "The CC/CCC structure's capability of mobilizing resource deterred by the continuous rotation of government assignees from one position to the other or the incessant quitting of members from the community also very deterring phenomenon in efficient operational undertaking of the structure."

The numerous CVC project activities, as project components, took more efforts and energy in reducing the resource mobilization activities using strategic communication. The local implementing organizations (PAD, FHIDO and DUGHDA), put forth during the course of the interview, quality of the service provision is compromised as a result of that situation.

Local organizations (especially the situation relating with PAD and DUGHDA), security issue and unstable political situation limited the movement and sufficient operational undertaking members of the CC/CCC and the organization's staff. The limited effort as a result of the poor security condition hugely influenced the stable and vigorous aspect of the organizations to strategically operate on the mobilization of resource.

Discouraging and Provocative communication through e-mail, telephone and face-to-face communication to situations which requiring learning and improvement (Sample attached at the end of the study in the appendix); the communication from the core partner to the local organizations provoked the management in the three organizations, with the stated illustration, which will preclude the determination of the team for more result-oriented operation.

5.2. Recommendation:

Systematic communication: Communication at all LIPs level should be purposeful and objective-oriented. The study found out that the three LIPs don't even have Communication policy to conduct the process as effective as possible. Systematic communication primarily includes timely and targeted delivery and reception of appropriate message.

Strategic plan on partnership: One thing found out from the analysis of respondents' reply, each of the firm needs to be able to have clear situational analysis of stakeholders engaged in OVC and HIV in their respective regions. Bryson (1988) outlines eight steps through which an organization strategically plans their operations. These steps are: developing an initial agreement concerning the strategic planning effort, identifying and clarifying mandates, developing and clarifying mission and values, assessing the internal and external environments, identifying the strategic issue, developing strategy, and providing a description of the organization for the future (Bryson, 1988)The level of partnership and collaboration should clearly be stated accordingly. The Process of the organizations' communication needs to be strategized.

Accelerating the finalization of CC's as formal structure: The delay in finalizing the legal accreditation, the mix-up structure in CCC and CC created a problem to understand the formal nature of the structure as part of the government organogram. The structure which is supposed to be run and supervised by the respective LIP's Women and Children Coordination shows infirm relation and association.

Awareness on Opportunity: Opportunity is something each LIP to search and utilize to the best of its capability. Improving staff capacity in helping them engage in opportunity hunting towards resource mobilization for their respective LIP. Improving institutional strength on opportunity utilization needs to be managed in accordance with the requirement of resource mobilization.

Promoting Organizational branding: Each LIP requires the branding of its image and organization to the best of organizational advantage .Promotion on organizational activities is worth considering as far as branding is concerned. Budget allocation for brand promotion needs to be prioritized.

Inter organizational communication among the implementing organizations: Rotation and continuous capacity building of CC members. Apart from the rotation, Keeping extra CC/CCC members trained for replacement at the time of the turnover. Besides, Improving intra-organizational communication is also a priority worth mentioning.

Continuous capacity building of CC: Training on resource mobilization is required by all the three LIPs. Material procurement and support is also required as part of the capacity building program. Continuous technical support from other collaborators and partners will also help the structure to be in a good shape so that handling the communication strategy for the purpose of mobilizing resource is worth considering. Benchmarking with other LIPs on handling of strategic communication for the purpose of resource mobilization is tremendously helpful.

Work on community's culture: With the help of the community, LIPs could move mountains, organize resource and manage processes that could lead to efficient utilization of community's asset. Identification of values those are acceptable specially on improving culture of the community on giving. Appreciation of those with great generosity during special occasions is also helpful to replicate similar other good deeds.

Improving Reporting and Documentation: Reporting and documentation are the most important elements of communication existing between different entities. The three LIPs expected to report the core partner and regional governmental stakeholders (BOLSA, BOWCA, BoH, HAPCO, BOFED, etc). Documentation in terms of data, reporting, policy and procedure of project implementation , resource mobilization document need to be documented properly in the respective implementing organization.

Communicating Results: All the three National NGOs didn't invite the financial, technical and material supporters at the time of distribution to their respective beneficiaries for reason of handout or empowerment; this will further enhance up additional supports from similar contributors or other institutions and individuals as a result of revealing the result of donations intended to the vulnerable groups of the community.

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APPENDIX

Addis Ababa University

Public Relation and Strategic Communication

This is Interview Question prepared to undertake a study entitled Analysis of strategic communication approaches towards resource mobilization in referral linkage (The case of charitable organizations-the Case of 3 NGOs located in Dire Dawa, Addis Ababa, Oromiya, Regions)

The research conducted is purely for academic purpose and all the information given are confidential.

Dear Respondents:

Currently, I am undertaking this research in partial fulfillment for M.A in Public Relation and Strategic Communication from Addis Ababa University School of Journalism and Communication. You are selected to be one of the participants in this study and I request you to give your genuine answer voluntarily. I assure you that no personal identity will be published or transferred to third party.

Appendix

APPENDIX: QUESTIONNAIRE FOR DATA GATHERING (CC)

Questionnaire (For the organizations under study)

1. Sex Male Female
2. Education level:
 - A. Illiterate
 - B. elementary
 - C. secondary and
 - D. higher than secondary education
3. Age _____ years
4. Marital Status A. Single B. Married C. Divorced D. Widowed
5. How do you look the relation with the government structure? A. Good Poor

6. What is the experience of your organization towards Resource Mobilization? A. Less 10 Years B. More than 10 Years
7. Does your organization have a written communication strategy?
A. Yes B. No
8. Do you believe strategic communication will boost resource mobilization efforts of the organization?
A. Yes B. No
9. If your answer to Q 8, No, Please explain your reason-----

10. Is there community care coalition structure in your area of operation?
A. WIP B. No C. Yes
11. Does your organization prepare and update strategic and operational plans?
A. Adequate B. Inadequate C. No Knowledge
12. How do you view the working team in your organization?
A. Very stable B. Not stable C. Non-existent
13. How do you view the culture of the community towards giving?
A. Good B. Indifferent C. Poor
14. If your answer to Q No 13, Poor, Please explain your presumption of the reasons? -----

15. Is there competition among NGOs in the same sector which you operate?
A. Yes B. No
16. If your answer to Q 15, is Yes, How do you think it is affecting your organization? -----

17. Is there any political influence and interference that deters your operational undertaking?
A. Yes B. No
18. If your answer to Q 17, is Yes, In what manner is it affecting your organization? -----

19. The level of awareness on availability of opportunities
A. Adequate B. Inadequate No Knowledge of the matter
20. How is the level of your organizational branding in the eyes of the audience or external forces?
A. Very informative
B. Eye-catching
C. Non-understandable

21. Do everyone in your organization know the CC 's overall objective and branding?

A. Yes B. No C. May be

22. How many beneficiaries has your organization referred for services in the past two years

Year	Food service	Shelter and care	Health Service	Educational Service	Psychosocial Support	Legal Protection	Economic Strengthening
2017/18							
2018/2019							

23. Does your organization have capacity building and advocacy strategy to accelerate changes or improve the level of performance?

A. Yes B. No C. No Knowledge of the matter

24. How do you quantify the level of domestic resource mobilization?

Type of resource	2017/2018	2018/2019	Total
In cash estimated			
In kind estimated			
other			
Total			

25. What is the community awareness and participation about resource mobilization on services related issues?

A. Positive
 B. Negative
 C. Neutral
 D. Other (if any) _____

26. Please explain your commitment level to improve the lives of vulnerable groups? Conditions.

A. Average

B. Low

C. High

27. Do you get technical assistance from core partner or government body when necessary?

A. Yes B. No

28. If Yes in Q14, please explain the type of technical assistance.

29. Do you have access to information for problem solving and decision making purpose with regards to resource mobilization efforts?

A. Yes B. No

30. If your answer for Q 18 above is No, please explain the reasons.

31. Please explain the impact of strategic communication to mobilize resources by the CC/CC.

32. Please explain what socio economic changes observed as a result of the support given to the vulnerable groups by the CC/CCC.

33. Please explain the challenges and opportunities in the efforts of resource mobilization?

34. What are the five major types of resource mobilization approaches by the CC/CCC?

34.1. -----

34.2. -----

34.3. -----

34.4. -----

35.5. -----

Appendix 2: Questionnaire for Top officials for Core Partners

1. Tell us what are the areas of focus (Mandates) in which the organization operates on?

2. From the organizational point of view, what is the level of excellence in strategic communication?
High level of excellence Low level of excellence
3. How does your organization understand strategic communication perspective? -----

4. As members of management, how communication is seen for organization?
Makes a difference
Makes no difference
5. Is there a communication department in your organization (PR)?
Yes No
6. How do you characterize the internal relation between and among different departments
Clear communication line No Clear communication
7. How do you explain the staff, the service, the program and procedures?
Communication plays a great role Does not play any role
8. Can you tell what are the issues most important to stakeholders?-----

9. Does your organization complaints from clients and staff efficiently
Yes it does No, It does not
10. List of partners, enablers are:-----
11. Is there sufficient knowledge towards budget allocation for different activities or programs
Yes, there is No there is not
12. Does your organization flexibly do its action plan with the dynamics of continuous change in its operation?
Yes, it does No, It does not
13. How does the communication department relate its ambition to meet the organizational objectives?

It relates to achieve objective does not relate to its objective

14. Is there a clear mechanism for accountability of communication system in undertaking strategic communication frame?

Clear accountability Accountability is unclear

Appendix 3: Questionnaire for Service user (OVC)

Socio Demographic Information of Participant

1. Sex.....
2. Age.....
3. Place of birth.....
4. Place of living.....
5. Religion.....
6. Education level.....

Family background

7. With whom are you living currently? -----
8. Do you have children in your family besides you? -----
If yes how many? -----
9. Are your parents educated at any level? -----
If yes, at to what level? -----
10. Does anyone support you besides your family? -----
If yes, who, when and how? -----
11. Have you ever received health service from a referral linkage? Yes No
12. Have you ever been received educational material from a referral linkage? Yes No
13. Do you think that business development service training is important for your families?
Yes No
14. Do any of your family member received counseling service from community care coalition?
15. Yes No

15. Have any of your family members received economic strengthening service (revolving loan and cash transfer) for nutritional support and income generating activity?

Yes No

16. Have you ever received service from other organization by referral linkage created by community care coalition?

Yes No

17. Do you timely get information in time of getting services? Yes No

18. Who shares information to you about services? Parents Volunteers Social
Service Workers Peers

19. Can you share me about your personal narratives on how you become vulnerable? -----

20. Do you have other points you want to add to this interview which is useful for this study?-----

RESPONDENTS' LIST FROM THREE REGIONS

Name of the organization	Name of the Person	Region	Position	Telephone
IMPLEMENTING PARTNERS				
PAD	Girma Admasu	DD	Executive Director	0911880066
FHIDO	Tesfaye Deksissa	AA	Program Coordinator	0904049705
DUGHDA	Suleyman Mohammed	Oromiya	Program Coordinator	0973318508
DIRE DAWA GOVERNMENT PARTNERS				
DD BOWCA	Abdulfetah Mohammed	DD	Child Protection Directorate Director	0915730797
DD BOLSA	Haimanot Sileshi	DD	Team Leader	0915760040
DD HAPCO	Feti Mohammed	DD	Care and Support Officer	0922360315
DD BoH	Juad Mohammed	DD	Case Team Leader	0935693033
ADDIS ABABA GOVERNMENT PARTNERS				
AA BOWCA	Aynalem Ayel	AA	Head of WACYA	0941324892
AA BOLSA	Misganaw Beyene	AA	Head of BOLSA	0920324892
AA HAPCO	Abera	AA	Heads of HAPC O	0911160054
AA BoH	Frehiwot Ketema	AA	Health Officer	0910502021

OROMIYA GOVERNMENT PARTNERS

BOWCA	Tsehay Legesse	Meki	Chillren Focal Person	0912235459
BOLSA	Getachew	Adama	Process Owner	0903039037
	Ashenafi Kebede	Meki	Process Owner	0966456790
HAPCO	Momina Dembel	Meki	HIV Focal Person	0978560723