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COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF ACCOUNTING AND FINANCE

A RESEARCH PAPER ON:

**FACTORS AFFECTING RESOURCE MOBILIZATION AND
UTILIZATION BY NGOs IN ETHIOPIA:**

THE CASE OF SELECTED INTERNATIONAL NGOs

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**THE PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTERS OF SCIENCE IN ACCOUNTING
AND FINANCE**

JUNE 2023

Declarations

I hereby. declare that the project entitled “**Factors Affecting Resource Mobilization and Utilization by NGOs in Ethiopia: the case of selected international NGOs**” is my original work and submitted for the degree of Masters of Science in Accounting and Finance from Addis Ababa University College of Business and Economics at Addis Ababa.

I also confirm that it has not been presented for the award of any other degree of any other university or institution and that all sources of materials used for the study have been duly acknowledged.

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Certification

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This is to certify that the project made by Wondwosen Ketema entitled “Factors Affecting Resource Mobilization and Utilization by NGOs in Ethiopia: the case of selected international NGOs” submitted to partial fulfillment of the requirement of the award of Masters of Science Degree in Accounting and Finance with the regulation of the University and meet the accepted standards with respect to its originality and quality.

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Acronyms

-  **ACSO** - Authority of Civil Society Organization
-  **AHADA** - African Humanitarian Aid and Development Agency
-  **ANOVA** - One-way Analysis of variance
-  **BONGO** - Business Non- Governmental Organization
-  **BPRM** - Bureau of Population Refugee and Migration
-  **CCM** – Country Coordinating Mechanisms
-  **CSO** - Civil Society Organization
-  **DONGO** – Donor Non- Governmental Organization
-  **ECD** – Ethiopian Center for Development
-  **FDRE-RSS** – Federal Democratic Republic of Ethiopia-Refugees and Returnees Service
-  **FONGO** – Fund Non- Governmental Organization
-  **GIZ** - Gesellschaft Fur Internationale Zusammenarbeit
-  **GONGO** – Government Non- Governmental Organization
-  **GSF** – Global Solidarity Fund
-  **HR** – Human resource
-  **IGA** – Income Generating Activities
-  **ILRI** – International Livestock Research Institute
-  **IMC** – International Medical Corps
-  **JRS** – Jesuit Refugee Service
-  **KPI** – Key Performance Indicator
-  **MCC** – Mennonite Central Committee










-  **MONGO** - My Own Non- Governmental Organization
-  **MSI** – Marie Stopes International
-  **NGO** - Non- Governmental Organization
-  **PR** – Principal Recipients
-  **STATA** – Statistics/Data Analysis
-  **UN** - United Nation
-  **UNGA** – United Nations General Assembly
-  **UNHCR** - United Nations Higher Commissioner for Refugees
-  **UNRWA** – United Nations Relief and Works Agency
-  **USA** – United States of America
-  **VIF** – Variation Inflation Factor
-  **WFP** – World Food Program

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ABSTRACT

The study mainly intends to explore factors that affect resource mobilization and utilization among selected International NGOs operating in Ethiopia. It is necessary to evaluate factors that affect resource mobilization and utilization, eighteen NGOs and donor related government authority audit firm were considered as a case study.

The research used a mixed research approach by which both descriptive and explanatory. The study included 100 participants and due to the small target population, this study used the entire population. The quantitative and qualitative study was conducted to collect information from primary and secondary sources. For this research, a structured and standardized questionnaire was conducted. The data were analyzed by using the STATA software system to analyze the collected data which have been presented using tabulation.

According to the conclusion of the study, strategies of resource mobilization adopted by NGOs, external factors and donor financial and associated requirements are important variables influencing the resource mobilization and utilization selected international NGOs.

The study recommends that to meet effective resource mobilization and utilization, NGOs should emphasize on factors of resource mobilization and utilization such as strategies of resource mobilization, external factors, and the effect of donor financial and associated requirements.

Keywords: *Donor fund, Non-Governmental Organization, and Resource Mobilization and Utilization,*

CHAPTER ONE: INTRODUCTION

This chapter covers the background, the statement of the problem, main research questions, the objectives, the significance, scope of the study, and limitations of the study.

1.1 Background of the Study:

Mursy and Rosadi (2013) revealed that profit is interpreted from its abstract form, and feel, profit is interpreted as a form of gratitude and happiness, and profit serves as a spreader of happiness. Profit is one of the main data indicators to assess economic firms that can be regarded as a proper indicator for decision-making (Navid Vahid et al., 2013). Profit as part of accounting products has the information content that is reflected by investor responses to published information (Scott, W. R. (2015). They make them distinctly different from for-profit corporations, which distribute profits to their owners or shareholders and must pay corporate income taxes on their Nongovernmental (Zietlow, et al., 2018).

On the other hand, Nonprofit organizations may be generally defined as tax-exempt organizations created to serve the public interest, the public interest may be reflected in nonprofit organization categories such as charitable, educational, scientific, literary, or religious. (Carroll, 2018).

According to Moore, (2017), nonprofit organizations refer to a category of organizations that contains a prohibition on the distribution of profits other than as reasonable compensation and nonprofits may not distribute profits to private individuals in the form of dividends or otherwise.

Resource Mobilization refers “a process whereby resources both financial and non-financial resources are mobilized either externally or internally to support organization activities, financial resources are mobilized either externally or internally to support organization activities.” (Batti, 2014). Based on the public conducted by Funds for NGOs (2021) resource mobilization is a process of raising different types of support for your organization.

NGOs were conducted, with a focus on government, democratization, and the formation of civil society, and communities in the majority of countries have begun to reveal and highlight various complex societal issues such as consumerism, women’s empowerment, the environment, and human rights with these coincidences, an NGO can become involved in complex societal issues and also NGOs are defined by four characteristics: they are voluntary, non-partisan, non-profit, and non-criminal (Abiddin, et al., 2022).

Based on the public conducted by Sean P, (2018), resource utilization is the measure of how much of your available resources you are currently using. It can help you to plan how to utilize your resources more effectively to ensure that your organization is being as productive as possible. It is also the process of strategically measuring how effective resources are. Effective utilization of resources can be helpful not only for both employees and employers but also profitable for the organization and the spectrum it can also prevent overworking and burnout – providing a more balanced work-life overall. According to IBM Cloud Education, (2021), resource utilization refers to a vital area of project management and portfolio management that can sustain growth, increase profits, improve productivity, and enhance an enterprise’s bottom line. It is also a key performance indicator (KPI) that measures performance and effort over an amount of available time (or capacity).

Utilization of donor funds is measured budget performance of the donor funds in terms of timely budget implementation as per the schedule agreed in their project documents. (Ali Ahmed et al., 2021).

In general, the term NGOs cover a large variety of groups ranging from community groups, grassroots activist groups, research organizations, advocacy groups, corporate think tanks, emergency/humanitarian relief focused groups, etc., and at different times, interchangeably with different names such as civil society, private voluntary organizations, charity, non-profit institutions, etc. (Jinmi, 2013)

The role of NGOs is essential institutional players in mobilizing regional economic growth and development, community growth and development, motivating people, and implementing social welfare program(s) to support government effort(s) at the grassroots level) (Osiobe, et al., 2019). As a result of this, there are different studies conducted on fund mobilization and utilization at the international level around the globe, limited studies on the case in Ethiopia, and due to the political instability and the internal conflict studies are not well done. Therefore, this study identifies the determinant factors of resource mobilization and utilization by the selected NGOs in Ethiopia

1.2 Statement of the Problem

The UN defines Non-Governmental Organizations as “private organizations that pursue activities to relieve suffering, promote the interest of poor, protect the environment, provide basic services or undertake community development and serve refugees” (Jinmi, 2013).

A nonprofit organization refers a legally registered entity, that is operated for the benefit of society rather than for the benefit of an individual proprietor or a group of partners or stockholders. International NGOs support the government by feeding a gap but now adays those NGOs find it difficult to secure funds because the projects undertaken require substantial amounts of resources.

One of the main challenges of international NGOs is not only resource mobilization but also utilizing the secured fund had been a challenge to both the donor community as well as the agencies that are responsible for the utilization of these funds (Samuel T., 2019).

Resource mobilization and utilization are significant components for strengthening an NGO. For many speculators, these NGOs tend to be well and do a lot of good on the continent. But NGOs too have their disparagers who often contend that they are getting developing sums of donor aid, however, are now not the most appropriate for genuinely improving people’s lives. (Matthews, 2017).

As a result, this study is made to examine not only internal factors affecting the NGO’s resource mobilization but also the effects of donor financial and associated requirements on resource utilization. In addition to this, to assess approaches or strategies of resource mobilization and identify external factors affecting the NGOs’ grant mobilization adopted by the NGOs operating in Ethiopia.

Therefore, based on the study findings to engender baseline data for potential improvement and forward some recommendations on donor resource mobilization and utilization.

1.3 Research Question

The key research questions of this research include:

- What kind of approaches or strategies of resource mobilization was adopted by the selected international NGOs in Ethiopia?
- What are the internal factors that affect the resource mobilization of the selected international NGOs in Ethiopia?
- How do external factors affect the resource mobilization performance of the selected international NGOs in Ethiopia?
- What are the effects of donor financial and associated requirements on the resource utilization of the selected international NGOs in Ethiopia?

1.4 Objectives of the study

- ❖ The general objective of this paper is to investigate factors that are affecting resource mobilization and utilization among selected International NGOs operating in Ethiopia.
- ❖ The specific objectives of this study are:
 - To assess approaches or strategies of resource mobilization adopted by the NGOs.
 - To examine internal factors affecting the NGO's resource mobilization.
 - To identify external factors affecting the NGOs' resource mobilization.
 - To examine the effects of donor financial and associated requirements on the resource utilization of the NGOs.

1.5 Research Hypotheses:

The study intended to answer the following research hypotheses:

H₁: Strategies of resource mobilization have a positive and statistically significant effect on the resource mobilization and utilization of NGOs in Ethiopia.

According to the United Nation Relief and Works Agency (UNRWA), 2019-2021 the investigation of the resource mobilization strategy indicates that expanding and deep relations with UN member states, mobilizing strategic advocates, strategic communication and donor visibility are essential to mobilize resource effectively.

H₂: Internal factors have a positive and statistically insignificant effect on resource mobilization and utilization of NGOs in Ethiopia.

Batti, (2014), one of the major factors of the resource mobilization is internal challenges of NGOs are expected to initiate from capacity limitation within organization, inadequate networking skills, many NGOs are not able to communicate effectively, NGOs in many countries do not have effective governance structure, inadequate awareness of available opportunities, inadequate operational plans.

H₃: External factors have a positive and statistically significant effect on resource mobilization and utilization of NGOs in Ethiopia.

According to (Batti, (2014), in addition to the internal challenges NGOs have the following external challenges faced to mobilize resources: changing of donated country priorities, ties of donor conditions (using basket funding or shift in funding from NGOs to government institutions), political interference, donor prejudices (case of resource embezzlement), donors do not want to fund NGOs in area of conflict are expecting the funds will be diverted to purchase of weapons

H₄: Donor financial and associated requirements have a positive and statistically significant effect on resource mobilization and utilization of NGOs in Ethiopia.

Ziraba (2016), discover a clear cause of relationship between donor financial requirements and resource utilizations such as reprogramming activities, law capacity of country coordinating mechanisms, high level of government bureaucracy and poor relations between implementers and global fund country teams.

1.6 Significance of the Study:

The vital objective of the study is to detect factors affecting a resource mobilization and utilization of NGOs operating in Ethiopia. In addition to this, it helps not only to engender baseline data for potential improvement of NGOs on resource mobilization and utilization but also assists as a base for future researchers.

1.7 Scope of the Study:

This research emphasizes the NGOs specifically operating in Ethiopia. The research is done in Addis Ababa because it is convenient for the researcher. The paper focuses only on the four determinants of resource mobilization and utilization: approaches or strategies of resource mobilization, internal factors, external factors, and donor financial and associated requirements.

1.8 Limitation of the study

This paper does not include all international NGOs operating in Ethiopia and the result of the research will represent only the selected NGOs operating in humanitarian and development service sectors and take their head office based at Addis Ababa only, as a result, it is difficult to generalize for the whole NGOs.

Also, this research uses probability, a simple random sampling method to gather information, thus, the result of this study includes only the NGOs which are randomly selected by the researcher. The major challenge faced while conducting this study is the lack of comparable studies in the country context.

1.9 Organization of the study

This paper is compiled into five chapters. The first chapter contains a background of the study, a statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, and limitations of the study.

The second chapter includes a review of literature related to the issues supporting this research, whereas the third chapter covers the methodology employed that the researcher follows in the process of research design, sample size, sampling technique, data type, and data source, as well as a collection method, method of data analysis and Ethical Considerations.

The fourth chapter deals with presentations, interpretation of data analysis, and discussion, and finally, the fifth chapter is the conclusion and recommendation that states based on findings from the data analysis of the research.

1.10 Definition of terms:

- ✚ **NGO:** a large variety of groups ranging from community groups, grassroots activist groups, research organizations, advocacy groups, corporate think tanks, emergency/humanitarian relief focused groups, etc. and at different times, interchangeably with different names such as civil society, private voluntary organizations, charity, non-profit institutions that pursue activities to relieve suffering, promote the interest of poor, protect the situation, provide basic services, or undertake community development and serving refugees (Jinmi, 2013).
- ✚ **Donor fund:** refers to official development assistance specifically designed for developing countries and is meant to supplement internally generated resources that are often inadequate to fully cater to huge capital investment needs in most of the developing countries. (Ali Ahmed, et al., 2021).
- ✚ **Resource mobilization:** is a process whereby resources, both financial and non-financial resources, are mobilized either externally or internally to support organization activities. (Batti, 2014).
- ✚ **Resource utilization** is the measure of how many of your available resources you are currently using. It can help you to plan how to utilize your resources more effectively to ensure that your organization is being as productive as possible. (Sean P, 2018).

CHAPTER TWO: REVIEW OF LITERATURE

2.1 Introduction

This section consists of different reviews, related published data and research findings relevant to the topic under this study. The specific issues covered were the meaning and definition of NGOs, resource mobilization and resource utilization, factors affecting resource mobilization, factors affecting the NGOs' grant utilization, the theoretical reviews and empirical studies, and its conceptual framework.

2.2 Theoretical Reviews

2.2.1 What is Non-Governmental Organization (NGO)?

According to the UN definition NGOs as “private organizations that pursue activities to relieve suffering, promote the interest of poor, protect the environment, provide basic services or undertake community development and serving refugees” (Jinmi, 2013).

“NGOs that pursue activities to reduce suffering, promote the interest of the poor, protect the environment, provide basic social services, or undertake community development”. Bashir, S (2016).

According to Agyemang (2017), NGOs working in the development aid sector typically receive funding from several governmental and private donors and channel this into providing welfare and other aid services to disadvantaged communities in developing countries.

Donor funds refer to official development assistance specifically designed for developing countries and are meant to supplement internally generated resources that are often inadequate to fully cater to huge capital investment needs in most of developing countries. (Ali Ahmed et al., 2021).

2.2.1.1 Characteristics of NGOs

Based on the formation and the goal NGOs have different characteristics.

According to Osiobe (2019), an NGO has the following characteristics: they are not created to generate personal profit, they are voluntary, they are subject to their fiduciary duty, and they are independent of the government and other public authorities and political parties or commercial organizations.

According to (Abiddin, et al., 2022) there are seven characteristics as follows: (1) formal (officially registered and governed); (2) private (having a separate organization from the government); (3) non-profit distributing (different from the objectives of establishing a business organization); (4) self-governing (privately managed); (5) voluntary (worked voluntarily); (6) non-religious (not motivated by preaching); and (7) non-political (not involved in promoting candidates in elections). In the case of Ethiopia, NGOs recognize through the formal officially registered under the Authority of Civil Society Organization (ACSO), (Organizations of Civil Societies Proclamation.1113/2019).

According to the Ethiopian CSO Proclamation, a “civil society organization (CSO)” is any non-governmental, non-partisan, not-for-profit entity established by two or more persons on a voluntary basis and registered to carry out any lawful purpose (CSO Proclamation Article 2/1) and CSOs are classified as private/mutual and public benefit CSOs and all CSOs are prohibited from distributing profits obtained from business or investment activities to members or employees of the organization (CSO Proclamation Articles 61/4, 63/1/b, and 64/4), (Belete, 2021).

2.2.1.2 Types of NGOs

According to Jinmi, (2013), a circumstance has fueled a tendency to represent NGOs as a third sector of society balancing the transactional interplay of political and market forces. Many organizations within civil society receive funding to varying degrees from the state and private sponsorship leading to a variety of classifications that we can consider as follows:

- DONGOs – Donor NGOs: these are NGOs often created and funded by foreign donors and adapted to their specific political goals. The agenda is set- externally and the people who work in this establishment are often salaried workers, sometimes earning foreign exchange but claiming to be grassroots activities or champions of the people.

- MONGOs– “My NGO”: these are briefcase NGOs founded for the purpose of tax evasion or private gain. The distinction is that the MONGOs, “my Own NGOs”, are created solely to serve the interest of one person who features at large in every consideration.
- FONGOs: these are NGOs that exist largely on paper but can be used to source or attract funds. NGOs in this category often have fictional structures that exist in law but without structural content. They could be varieties of MONGOs.
- GONGOs: these are government NGOs. Awareness of the neo-liberal economic agenda and the impact of DONGOS have attracted counter-reaction among states. Though several of them welcome charities and welfare bodies providing for the homeless, elderly, and sick, in part because they reduce state expenditure.
- BONGOs: the creation of NGOs is not the privilege of governments. Businesses also sponsor or create NGOs as forms of self-insurance and protection. The result is that businesses or the private sector occasionally sponsor NGOs as advertisements for themselves or to build effective social impulses in host communities.

2.2.2 The Concept of Resource Mobilization/ Fundraising for NGOs

Resource mobilization refers to all activities involved in securing new and additional resources for an organization. It also involves making better use of existing resources to promote efficiency and effectiveness in an organization. Due to the limitation that NGOs experience from time to time in terms of access to funding, they have been forced to be dependent and have solely over-relied on the generosity of both the local and international community to fund their daily operations and also programmatic needs. Mmaiti L, (2020)

Resource mobilization has two ideas; the first one is the non-financial resources are crucial and secondly some resources can be generated by the organization internally rather than sourced from others. In addition to this, resource mobilization categorizes into two means: *conventional* i.e., the resource mobilizes from Private foundations, individual philanthropy, government, corporate agencies, and foreign development agencies and *non-conventional* means i.e., business, Membership fees, income generating activities (IGA), Prizes/Awards. (Batti, 2014).

Similarly, the Batti, 2014, the process of resource mobilization is made up of three aspects: the mechanism (includes special events, submission of grant proposal, small business, and application for donation), resources (it includes technical support, cash, subsidized service and facilities, equipment, subsidized service and facilities, human resource, information, and goods) and the providers (International NGOs, multilateral and bilateral agencies, government, cooperatives, and businesses among others).

Fundraising is defined as efforts made by an organization to influence donor funding within which different NGOs. The ability of NGOs to survive and succeed in today's turbulent business environment depends largely on their capability to accumulate and combine resources (Rwehumbiza and Donat, 2017).

Resource mobilization is a valuable component for strengthening an NGO. Unfortunately, there is a lot of competition for donor resources and in many cases, for an organization to secure resources it depends on how well it can compete with other organizations to raise funds; and on how good it is at exploring other ways to source for resources (Batti, 2014).

2.2.2.1 Fundamentals of the fundraising cycle

According to (Rwehumbiza and Donat, 2017) fundraising is a continuous process that needs to be developed over a period of time. The cycle has four fundamental phases:

- ✓ Identification and research: this stage is all about gathering and analyzing information. It is the underpinning of one's fundraising activities and answers the question: Who will be asked and what will be asked for?
- ✓ Cultivation: this stage includes building stronger relationships with one's donors and engaging prospects closer to the organization, as well as preparing to make "the ask". It covers a range of activities from direct mail, telephone, and mail contacts to events, personal visits, and peer-to-peer networking.
- ✓ Solicitation: this stage mainly means making "the ask". There are several ways to achieve this – direct mail, telephone fundraising, face-to-face solicitations, peer asking, as part of a legacies campaign, or through online communication.
- ✓ Stewardship: refers to recognition and continuing to engage donors, maintaining, and evolving long-term relationships with donors. Effective stewardship will ensure that the donor knows

his/her gift is being valued and put to good use that benefits the organization or a broader cause. At this stage, it is important to appropriately recognize the gift, and ideally engage the donor so that he or she feels even more connected to the organization.

2.2.3 Resource utilization

Donor funds refer to official development assistance specifically designed for developing countries and are meant to supplement internally generated resources that are often inadequate to fully cater to huge capital investment needs in most developing countries (Ali Ahmed, 2021).

“The utilization of donor funds had been a face to both the donor community as well as the agencies that are responsible for the utilization of the same. Therefore, there is a need for institutions that are responsible for the management of these funds to come up with the right framework and procedures to ensure that the funds given are utilized as expected and that the funds serve the purpose.” (Daniel A., 2015).

2.2.3.1 Factors affecting resource utilization.

Donor funds play a critical role in the provision of social services and the development process of developing countries. Despite, the need for donor funding in supporting and improving access to social services and addressing poverty in most developing countries, poor utilization of the donor fund has been reported as a major barrier to improving the well-being of the population.

Some of the factors associated with poor utilization of donor funds, include structural and institutional weakness in strategic planning, poor planning and budgeting process, poor community participation and coordination among other partners, poor accountability and poor Monitoring and Evaluation system are factors contributing to inefficiencies, low & sub-optimal resource use Ali Ahmed, (2021)

A review of the implementation of the global fund project by the technical evaluation reference group identified limited human resource capacity, poor data management, and procurement challenges as factors attributed to the low utilization of the fund. Similarly, the study conducted by Ziraba (2016), identified in addition to low recipient capacity, poor coordination mechanisms as important factors responsible for poor resource utilization and advocated for strengthening the County Coordination Mechanism; improving procurement & supply chain management cycle;

improving performance in high-risk environments; and building local capacity for greater sustainability.

The uncertain stability of donor resourcing forces an NGO to live a project-to-project existence, which makes it difficult to design and expand project activities to improve the quality of services. Nevertheless, the ordinary mistake that local NGOs make is to become over-dependent on a single source of funding.

2.3. Empirical Review

2.3.1. Approaches or Strategies of Resource Mobilization (Fundraising)

According to the United Nations Relief and Works Agency (UNRWA), 2019-2021 resource mobilization strategy have four major interrelated components:

Expanding and deepening relations with UN Member States: Strengthen strategic partnerships with traditional partners, towards enhanced strategic partnerships with regional partners, invest in relations with emerging donors, and expand the donor base globally.

Diversifying the donor base through new funding streams: Partnering with international financial institutions and multilateral funds, growing income from leadership, individuals, and partnerships

Mobilizing strategic advocates: Without the support of its partners, ranging from the UNSG, the President of the UN General Assembly (UNGA), key donors, host countries, and other multilateral institutions, its staff, and refugees.

Strategic communication and donor visibility: Strategic communications are essential to mobilizing resources effectively.

2.3.2. Internal factors affecting the NGO's resource mobilization.

According to (Batti, 2014), NGO resource mobilization is affected by internal challenges NGOs are expected to initiate, design, and implement projects that can be scaled up by governments and donors.

Capacity Limitation within Organizations – refers major capacity limitation among NGOs in terms of man power and due to having insufficient staff then to pursuing appropriate funding or resources remains elusive to many.

Accountability and Transparency – Many organizations fail in the two central pillars of good governance that is transparency and accountability. NGOs sometimes fail to meet the requirements imposed a countries or donors' legal system and this makes them lose the public's trust. Many organizations lack sound systems for financial management, program monitoring and evaluation, and managing overall program performance that ensure they consistently earn stakeholders' trust.

Founder Syndrome – Many local organizations' leaders face this syndrome. This is whereby the founder or founders tend to control and manage the affairs of the organization with minimal participation from other members.

Inadequate Strategic and Operational Plans – No strategic plans that guide the organization to know what the objectives are and enable the organization to identify the resources needed. Most strategic plans developed are for donor purposes only and do not reflect the actual needs to be addressed by the communities.

Inadequate Networking Skills – Networking is a common term frequently used by the NGO sector in many African countries but rarely practiced. Many NGOs lack networking skills and instead are seen competing for resources than working together towards a common interest. Many donors are currently looking to fund organizations that are in networks or working together.

Inadequate Awareness of Available Opportunities – There are windows of opportunities that exist within countries that sometimes NGOs fail to exploit due to a lack of awareness that the opportunities exist.

Governance – NGOs in many countries do not have effective governance structures and where a board exists, they are rarely effective in providing strategic leadership in ensuring resources are mobilized. However, many boards are not aware of their role in resource mobilization, and many times NGOs did not have governance instruments such as constitutions, policies, and guidelines and this tended to scare off potential donors.

Minimal Communication and Branding - Many NGOs are not able to communicate effectively 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. Many 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.

2.3.3. External factors affecting the NGO's donor resource mobilization.

According to (Batti, 2014), NGO resource mobilization is affected by external challenges. However, in addition to internal challenges, NGOs also have major external challenges.

Donor Country Priorities Changing - NGOs face dictation of urgency from donors. Hence organizations shift focus or are not eligible to apply for the funds as they are facing to meet the donor priorities and shortfalls when the major bilateral donors were shifting priorities towards economic development and others outside the traditional scope of the organization.

Criteria being Used/Applied to Organizations – Donors' first choice have continued to change, and they have become progressively selective. One notes that different donors apply different conditions for aid.

Donors Conditional Ties – In the donor world the funding trends are changing. We see donors are using basket funding or sometimes shift in funding from NGOs to focus on government institutions and hence the NGOs end up competing for the same funds with the government institutions that have resources and capacity to mobilize for resources.

Political Interference – “Government policies and political climate increase bureaucratic red tape for NGOs mobilizing resources externally. Where there are political instability donors will either not release funds or reduce or enforce stringent measures. Government attitude and perceptions of NGOs have not been good in many countries and some organizations have been considered by the government as a threat. Some NGOs are directly or indirectly linked to

political parties within their countries country and because they are politically connected, they easily lobby for development agencies for funding to ‘alleviate poverty’ in their constituencies hence those with no political association end up not accessing the much-required funds to support genuine cases of poverty. This has led to some being deregistered or being given restrictions for sourcing funds from external donors.

Donor Prejudices – Organizations that have a good track record can easily access resources. Cases of funds or resource embezzlement are very serious, and donors talk about who has done what and a good track record is important.

Natural and Manmade Occurrences e.g., Floods, Earthquakes, Wars – When natural disasters occur most donor funds get diverted to support relief programs and many local NGOs lack the capacity or expertise to undertake relief projects and during this time fewer funds are directed to normal development programs. Countries that are experiencing conflict experience a decrease in resources available to NGOs as donors do not want to fund NGOs in areas of conflict as perceive the funds will be diverted and purchase of weapons or it will become difficult to attain results in conflict-prone areas.

Competition among NGOs in the Same Sector – Duplication of resources is seen in the activities of some NGOs. For instance, 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. 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.

Type of Network Involved in – Networks that NGOs are engaged in may hinder their ability to access and mobilize resources effectively. This is because some networks are not well thought out and hence organizations do not gain visibility, experience, or access to new avenues for resource mobilization.

2.3.4. The effects of donor financial and associated requirements on resource utilization of the NGOs

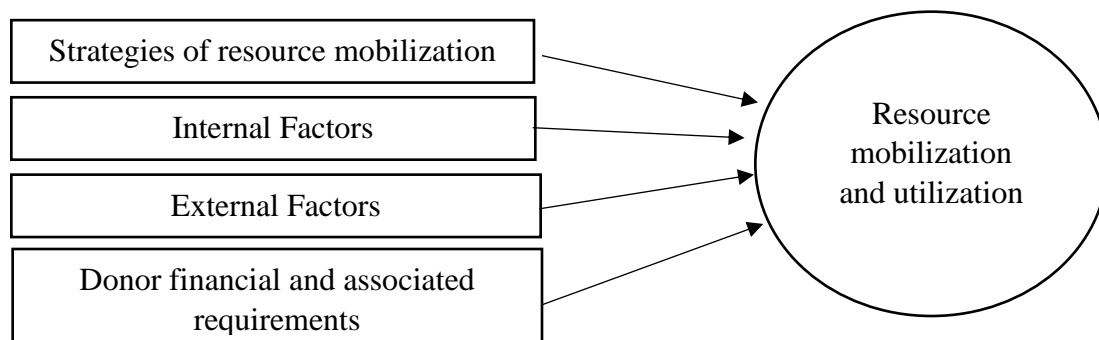
Donors' financial and associated requirements are one of the major factors affecting the efficient utilization of resources in NGOs.

According to Ziraba (2016), causes of low absorptive capacity include a low capacity of country coordinating mechanisms (CCM) and Principle Recipients (PR) (including fear of making ineligible expenses which would mean a country having to refund such expenses; and delays in selecting sub-recipients who carry out the actual work on the ground), high levels of government bureaucracy (restrictive national policies), Reprogramming (changes to programming are necessitated often as a result of plans that were based on poor data and cannot be implemented) and Poor relations between implementers and Global Fund country teams (delayed feedback, delayed start date among others).

In a study conducted by Batti, (2014), rules and regulations within a country for accessing government Funds – The rules and regulations that govern accessing and applying for government funds and resources make it difficult for organizations to access resources.

2.4. Conceptual Framework

Based on the empirical review shown above, the following conceptual framework shows the independent variables: strategies of resource mobilization, internal factors, external factors, and donor financial and associated requirements. and the dependent variable is resource mobilization and utilization.



Source: Batti, (2014), Ziraba (2016)

Figure 2.4 Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research methodology used in the study. It consists of the research design, population of the study, sampling procedure, sample size, sampling techniques, data types, and data sources, methods of data collection, data analysis, and interpretation. Research methodology is the scientific approach in which research troubles are solved thoroughly, and it is the science of studying how research is conducted systematically (Bhushan Mishra & Shashi Alok, 2017).

3.2. Research design

The research design refers to a general procedure in that you choose to combine the various components of the study in a consistent and logical way. and the development of a new theory could be addressed using two research approaches: deduction or induction. (Bhushan Mishra & Shashi Alok, 2017).

According to by Mohamed, (2018) descriptive studies aim to portray an accurate profile of persons, events, or situations, and explanatory research seeks justifications and attempts to build causal relationships between variables of a certain phenomenon.

According to Creswell & Plano Clark, (2018), quantitative research is often used to question relationships between variables yielding results that are predictive, explanatory, or confirmatory and include experiments, surveys, structured observations, and structured interviews, but there is the inability to uncover underlying meanings of social phenomena, particularly when depth is required in studies of humanistic variables.

On the other side, qualitative research depends on words rather than numbers and can be generally described as research the findings of which are not produced by means of quantification. It adopts a holistic view that seeks discovery from involvement in the actual experiences and aims to provide an in-depth understanding of social phenomena by exploring and interpreting collected data (Mohamed, 2018).

According to Dawadi, S., (2021), to provide rich insights into the research phenomena that cannot be fully understood by using only qualitative or quantitative methods. A mixed-methods design offers several benefits to integrate and synergize multiple data sources which can assist to study

complex problems. It also interweaves qualitative and quantitative data in such a way that research issues are meaningfully explained. In addition to this, it enables researchers to answer research questions with sufficient depth and breadth.

Therefore, this study used a mixed research approach by which both descriptive and explanatory research designs have employed.

3.3. Population and Sampling Design

3.3.1. Study Population

Shukla S., (2020), refers to the set or group of all the units on which the findings of the research are to be applied. Also, the population is a set of all the units which possess variable characteristics under study and for which findings of the research can be generalized.

The study was conducted in Addis Ababa, Ethiopia, and in this study the target population 100 staff consists of the employees of Jesuit Refugee Service (JRS) – Ethiopia, African Humanitarian Aid & Development Agency (AHADA), Engender Health Inc, Entreculturas-donor at Spain through JRS-Ethiopia, Ethiopian Center for Development (ECD), Global Solidarity Fund (GSF), Impact Ethiopia, International Livestock Research Institute (ILRI), International Medical Corps (IMC), Link Education Ethiopia, Mennonite Central Committee-Ethiopia (MCC), Marie Stopes International (MSI), Plan International Ethiopia, and World Vision from International NGO, Tesfaye Teferi Anbesse Certified Audit Firm from external auditors who give an audit service for NGOs, the United Nation Higher Commissioner for Refugees (UNHCR) representation in Ethiopia, World Food Program (WFP), Bureau of Population, Refugee and Migration (BPRM)-donor at the U.S.A through JRS-U.S.A. government agency, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)-donor at German government agency, and Federal Democratic Republic of Ethiopia-Refugees and Returnees Service (FDRE-RRS).

3.3.2. Sampling procedure

Sampling refers to the study of a small group of “cases” that represent the larger population (Mohamed, 2018)

According to Creswell & Plano Clark, (2018), the sampling procedure involves determining the location or site for the research, the participants who will provide data in the study and how they will be selected, and the number of participants needed to answer the research questions.

In basic mixed methods, the authors Creswell & Plano Clark, (2018) discussed sampling strategies that combine procedures associated with both purposefully and probability. Probability or random sampling means that the researcher selects many individuals who are representative of the population or who represent a segment of the population, and purposeful sampling means that researchers intentionally select (or recruit) participants who have experienced the central phenomenon, or the key concept being explored in the study.

Hence, due to the small target population, this study used the entire population, which is more relevant to this study such as the Program section, Finance section, HR & Admin section Logistic section, etc.

3.4. Sampling Techniques

According to Bhushan Mishra & Shashi Alok, (2017), the researcher must decide the way of selecting a sample or choosing a sample design for his study. In other words, a sample design is an exact sketch determined prior to any type of data collection for obtaining a sample from a given universe and there are two types of sampling: non-probability and probability sampling. Probability samples are based on simple random sampling, stratified sampling, systematic sampling, and cluster/area sampling, whereas non-probability samples are based on straightforward sampling, judgment sampling, and quota sampling techniques.

Creswell & Plano Clark, (2018), suggest thinking about fitting methods to different types of research problems (or questions), a quantitative experiment or survey approach best fits the need to understand the views of participants in an entire population.

Therefore, to get more relevant information, this research employed fitting methods techniques.

Table 3.1 Organization who Questionnaires distributed in the population.

No	Name of Organizations	Questionnaires distributed	Questionnaires returned	Questionnaires not collected
1	African Humanitarian Aid & Development Agency (AHADA),	4	4	
2	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	4	4	
3	Engender Health Inc	3	3	
4	Entreculturas	2	2	
5	Ethiopian Center for Development (ECD)	5	5	
6	Global Solidarity Fund (GSF)	3	3	
7	Impact Ethiopia	2	2	
8	International Livestock Research Institute (ILRI)	3	3	
9	International Medical Corps (IMC)	3	3	
10	Jesuit Refugee Service (JRS) – Ethiopia	35	35	
11	Jesuit Refugee Service (JRS) – U.S.A.	3	3	
12	Link Education Ethiopia	3	3	
13	Mennonite Central Committee-Ethiopia (MCC)	3	3	
14	Marie Stopes International (MSI)	2	2	
15	Plan International Ethiopia	3	3	
16	FDRE-Refugees and Returnees Service (FDRE-RRS)	4	4	
17	Tesfaye Teferi Anbesse Certified Audit Firm	8	6	2
18	United Nations Higher Commissioner for Refugees (UNHCR)	6	3	3
19	World Food Program (WFP)	2	2	
20	World Vision	2	2	
Total		100	95	5

3.5. Data Type and Data Source

The main instruments used in mixed-method research consist of closed-ended, and open-ended questionnaires, interviews, and classroom observations; questionnaires are doubtless of which one of the primary sources of obtaining data in any research endeavor (Mohammad Zohrabi (2013).

To get relevant and reliable data that helps to achieve the stated research objective, the study used both primary and secondary data.

Primary data is the data that was obtained through the direct efforts of the researcher. It was conducted through a structured questionnaire to get full information in detail from relevant staff and management of the above-selected stakeholders NGOs, specifically auditors who provide audit services for International NGOs; and relevant government organizations like the Federal Democratic Republic of Ethiopia-Refugees and Returnees Service (FDRE-RRS).

Secondary data was used to gain insight into the various factors, this study has reviewed various articles, brushers, and journals which is related to the subject matter. As a systematic document review, Internal financial policy and procedures, procurement policies, national and international regulations and guidelines, donors and NGO project or contractual agreements, etc. was assessed.

3.6. Method of Data Collection

According to Dawadi, S (2021), collecting both closed-ended quantitative data and open-ended qualitative data support understanding a research problem.

Consequently, in this study, the primary data was collected through structured close-ended and open-end questionnaires which were developed by the researcher, a few of the questioners were extracted from other researchers who are related to the study, and the questionnaires were administered through an online Google form (see the attached in the Appendixes).

Secondary data also has composed through not only reviewing various articles, brushers, and journals but also reviewing project or contractual agreements, internal financial policies and procedures, procurement policies, national and international regulations and guidelines, donors, and NGOs etc.

3.7. Data Analysis and Presentation

After collecting sufficient and appropriate data, the questionnaires were analyzed. The researcher has used the STATA software system to analyze the collected data which have been presented using tabulation and with other necessary forms.

A one-way Analysis of variance (ANOVA) was employed to identify the difference between demographic variables and resource mobilization & utilization.

Before formulating any model, it is a must to check the validity of the model properly, and the correlation between the variables. Hence, as necessary, tests for multicollinearity were made. Tests for multicollinearity were done using the variance inflation factor (VIF).

In statistics, the reliability test of instruments used Cronbach's Alpha (Keith S.,2017) and this study has used Cronbach's Alpha to check the reliability of the variables.

A normality test was analyzed, to represent the symmetrical distribution or not, before applying any parametric test (Shukla S., 2015) and this study has been used a normality test to check the skewness and kurtosis of the variables.

3.8. Ethical Considerations

Ethics represents an individual's belief in what is right and what is wrong, what is good or bad to enable us to do what is appropriate. (Adile S., (2022). In this study, questionnaires were filled out by the respondents only based on their acceptance of participation. In addition to this, respondents were informed that this research is conducted only for academic purposes and their responses will be kept strictly confidential.

CHAPTER FOUR: DATA ANALYSIS AND RESULTS OF THE STUDY

4.1. Introduction

This chapter describes presentations, interpretation of data analysis, and discussion of the data collected through questionnaires. The first section of this chapter presents a demographic description of the terms of gender, age, level of education, work experience of being in the NGOs, and the departmental position of respondents.

While the second section incorporates the response of participants on the factors that affect resource mobilization and utilization.

Collected data were analyzed using Statistics/Data Analysis STATA (Special Version 14.2) and presented in tables.

4.2. Response rate

A total of 100 questionnaires were distributed and the response rate is indicated as below:

Table 4.1 Response rate

Item	Response rate	
	In Numbers	In Percentage
Entire Population	100	100%
Collected	95	95%
Remain uncollected	5	5%

Source: Own Survey, June 2023

According to Table 4.1, out of 100 questionnaires distributed, 95(95%) were properly filled and collected and 5(5%) of the questionnaire were uncollected. Therefore, an analysis of the research was made based on the responses obtained from 95 questionnaires.

4.3. Demographic characteristics of respondents

This research focused on the main demographic characteristics such as gender, age, educational level, work experience of being in the NGOs, and department title.

Table 4.2 Demographic characteristics of respondents

No.	Variables		Frequency n=95	Percentage
1	Gender	Male	52	54.74%
		Female	43	45.26%
2	Age	Less than 20	-	-
		21-30 years	22	23.16%
		31-40 Years	54	56.86%
		Greater than 40 years	19	20%
3	Educational Level	Diploma	1	1.05%
		Bachelor's degree	36	37.89%
		Master's degree	58	61.05%
		Ph.D. or higher	-	-
4	Work Experience in NGOs	1-5 Years	26	27.37%
		6-10 Years	28	29.47%
		10-15 Years	29	30.53%
		Above 15 Years	12	12.63%
5	Employee Department	Program department	48	50.53%
		Grant & Finance department	26	27.37%
		Logistic department	7	7.37%
		HR & Admin department	9	9.47%
		Department of Audit	5	5.26%

Table 4.2 shows that 54.74% of the respondents were male and the remaining 45.26% of the respondents were female. This indicates that out of 95 respondent employees around 52 employees were male and the remaining 43 respondent employees were female. According to the data presented in Table 4.2, 23.16% of the respondents were under the age group of 21-30 years old;

56.84% of the respondents were under the age group of 31-40 years and the remaining 20% were greater than 40 years old.

The educational level of the respondents in the above table shows that most of the respondents have a good educational background meaning that 1.05%, 37.89% and 61.05% of the respondents were a diploma, bachelor's degree, and master's degrees respectively.

The other demographic characteristic depicted in Table 4.2 is the work experience in the NGO of the respondents which shows that 27.37%, 29.47%, 30.53%, and 12.63% of employees of the respondents meaning 1-5 years, 6-10 years, 10-15 years and above 15 years respectively.

And the demographic characteristic of the employee department represented in Table 4.2 shows that 48(50.53%) in the program department, 26(27.37%) in the grant & finance department, 7(7.37%) in the logistics department, 9(9.47%) in HR and Admin department and 5(5.26%) is responded from the audit department. According to the statement, the response rate was considered satisfactory.

4.4. Reliability Test

Hamed T. (2016), "reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent results. The most commonly used internal consistency measure is the Cronbach Alpha coefficient. It is also viewed as the most appropriate measure of reliability when making use of Likert scales and the four cut-off points for reliability, which include excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 and below)".

The reliability analysis was conducted for all variables: strategies of resource mobilization, internal factors, external factors, donor financial and associated requirements, and resource mobilization and utilization. The study used Cronbach's Alpha to assess the questionnaire's reliability, and STATA was used to calculate the index alpha.

Table 4.3 Reliability Analysis

Variables	Cronbach's Alpha	Items
Strategies of Resource Mobilization	0.773	5
Internal factors	0.787	8
External factors	0.811	7
Donor financial and associated requirements	0.772	5
Resource mobilization and utilization	0.578	4
Overall	0.744	29

Source: Own Survey data (2023)

The result of the Cronbach's alpha indicates that external factors have the highest efficiency of 0.811, Internal factors have a Cronbach's alpha of 0.787, Strategies of resource mobilization have a Cronbach's alpha of 0.773, Donor financial and associated requirements have a Cronbach's alpha of 0.772 and Resource mobilization and utilization have a Cronbach's alpha of 0.578 which is the moderate threshold. The average index of the overall Cronbach's alpha of the variables is 0.744 met the threshold of high reliability (0.7-0.9). The items have measured what they were designed to measure.

4.5. Validity of the research

According to Hamed T. (2016), "validity refers measure what is intended to be measured and it explains how well the collected data covers the actual area of investigation. There are four types of validity tests namely: face validity, content validity, construct validity, and criterion validity".

This study used the content validity by which the questionnaire used is standardized and also used in previous literature.

4.6. Normality of the research

According to Shukla S. (2015), the normality test refers population must be normally distributed in terms of the variable characteristics under study, it means the distribution of the population should be symmetrical.

According to Wooldridge (2013) “Skewness is a measure of how far a distribution is from being symmetric, based on the third moment of the standardized random variable and kurtosis is a measure of the thickness of the tails of a distribution based on the fourth moment of the standardized random variable.”

Table 4.4 Normality Test

Variables	Obs. data	Mean	Std. Dev.	Skewness	Kurtosis	Distribution
Strategies of resource mobilization	95	4.08	.709	.051	.470	.109
Internal factors	95	3.81	.657	.320	.545	.499
External factors	95	3.83	.709	.227	.695	.438
Donor financial and associated requirements	95	4.04	.617	.215	.167	.169
Resource mobilization and utilization	95	3.72	.539	.038	.555	.095

Source: Own Survey data (2023)

The above table shows the normality distribution of strategies of resource mobilization is 0.109, the normality distribution of Internal factors is 0.499, the normality distribution of donor financial and associated requirements is 0.169 and the normality distribution of resource mobilization and utilization is 0.095 and all variables has greater than 0.05 normality test result.

Table 4.4 shows the normality test by which the result shows the skewness and kurtosis of strategies of resource mobilization (Skw=.051, Kur=.470), internal factors (Skw=.320, Kur=.545), external factors (Skw=.227, Kur=.695), and donor financial and associated requirements (Skw=.215, Kur=.167). Hence, the skewness and kurtosis of all the variables fall between -1 and 1.

4.7. Inferential Analysis

This analysis used the underlying relationships between variables and the degree to which the independent variables affected the dependent variables. And to achieve this, the study used correlation analysis and multiple regression analysis. In addition to this, the research also checked the heteroskedasticity problem of the model.

4.7.1. Correlation Analysis

To compare and know if there exists any significant difference between the independent variables and resource mobilization and utilization an independent sample t-test was conducted.

Table 4.5 Correlation analysis.

Variables	Strategies of Resource Mobilization	Internal factors	External factors	Donor financial and associated requirements	Resource mobilization and utilization
Strategies of Resource Mobilization	1.0000				
Internal factors	0.4225	1.0000			
External factors	0.1341	0.4785	1.0000		
Donor financial and associated requirements	0.2347	0.2821	0.4779	1.0000	
Resource mobilization and utilization	0.4525	0.4169	0.4576	0.4518	1.0000

Source: own survey (2023)

Based on the above correlation matrix reveals that external factors have the strongest positive correlation with resource mobilization and utilization at 0.4576, the next strong positive correlation with resource mobilization and utilization is strategies of resource mobilization at 0.4525 and the

third and the fourth correlation with resource mobilization and utilization is Donor financial and associated requirements and internal factors at 0.4518 and 0.4169 respectively.

In the study correlations between independent variables were used to determine the association between variables and validate the absence of multicollinearity. Since the independent variables were not highly correlated, multicollinearity was not an issue.

4.7.2. Multiple Regression Analysis

G.K.Uyanik (2013), “regression analysis is a statistical technique for estimating the relationship among variables that have reason and result relation. Regression models with one dependent variable and more than one independent variable are called multilinear regression”.

Table 4.6 Multiple regression model

Variables	Unstandardized coefficients		Standardized coefficients	T-Value	Sig.	VIF
	B	Std. error	Beta			
Constant	.863	.371	-	2.33	.022	
Strategies of Resource Mobilization	.248	.069	.326	3.57	.001	1.27
Internal factors	.073	.083	.089	0.88	.381	1.56
External factors	.201	.078	.264	2.58	.012	1.59
Donor financial and associated requirements	.195	.082	.224	2.37	.020	1.35

R-Square=.407

except Internal factor P<.05

Source, Own survey, 2023

The result of the Table 4.6 test shows the R square is .407. This means that resource mobilization and utilization is 40.7% affected by the independent factors (strategies of resource Mobilization, internal factors, external factors, and donor financial and associated requirements). In contrast, 59.3% of resource mobilization and utilization was calculated by factors that were not included in the model.

The unstandardized coefficients in the regression used as coefficients of different independent variables with the constant term to the value of dependent variable, but standardized coefficients beta is measuring the standard deviation change in the dependent variable given a one standard deviation increase in an independent variable, (Wooldridge, 2013).

Therefore, the Table 4.6 above shows that which independent variable makes the greatest contribution to explaining the dependent variable (resource mobilization and utilization). Except internal factors have a major impact on the resource mobilization and utilization to the regression study.

The VIF indicates whether a predictor has a strong linear relationship with the other predictor(s); hence, the VIF of the independent variables is less than 10 meaning that there is no multicollinearity problem.

4.7.3. Heteroskedasticity Problem

“Heteroscedasticity is a systematic pattern in the errors where the variances of the errors are not constant. An error term is introduced in a regression model because the model does not fully represent the actual relationship between the variables of the model and heteroskedasticity distorts the value of the true standard deviation of the prediction errors. A unified approach to the estimation of heteroscedasticity is lacking and to solve this problem, many different tests and criteria have been developed: the Spearman rank correlation test, the Park test, the Glaser test, the Goldfeld – Quandt test, the Breusch – Pagan test, the Leven's test, and the White test. For this purpose, we modified a few open algorithms of the implementation of known tests on heteroskedasticity” Lyudmyla, et al., (2018).

Hence, by Breusch – Pagan test the model summary in Table 4.6 the P value ($\text{Prob} > \chi^2$) is 0.358 which is greater than 0.05. Therefore, there is no heteroskedasticity problem model.

4.8. Hypothesis

According to Abas K, et al. (2021), a statistical hypothesis test is a method of statistical inference used to determine a possible conclusion from two different, and likely conflicting, hypotheses. In a statistical hypothesis test, a null hypothesis and an alternative hypothesis is proposed for the probability distribution of the data. Also based on standardized coefficients beta and p-value test whether the hypotheses are rejected or not.

Hypothesis 1

H₁: Strategies of resource mobilization will not have a positive and statistically significant effect on resource mobilization and utilization.

H₂: Strategies of resource mobilization will have a positive and statistically significant effect on resource mobilization and utilization.

As shown in Table 4.6, the result of the multiple regression model indicates that strategies of resource mobilization have a positive and statistically significant effect on resource mobilization and utilization with a beta value of (beta= 0.248, t=3.57, P=.001), at a 95% confidence interval ($p < 0.01$). As a result, the researcher reject the null hypothesis and it is accepted that strategies of resource mobilization have a positive and highly significant effect on resource mobilization and utilization of NGOs in Ethiopia.

Hypothesis 2

H₁: Internal factors will not have a positive and statistically significant effect on resource mobilization and utilization.

H₂: Internal factors will have a positive and statistically significant effect on resource mobilization and utilization.

As shown in Table 4.6, the result of the multiple regression model indicates that internal factors have a positive and statistically insignificant effect on resource mobilization and utilization with a beta value of (beta= 0.073, t=0.88, P=.381), at a 95% confidence interval ($p > 0.1$). As a result, the researcher fails to reject the null hypothesis and it is accepted that internal factors have a positive and statistically insignificant effect on resource mobilization and utilization of NGOs in Ethiopia.

Hypothesis 3

H₁: External factors will not have a positive and statistically significant effect on resource mobilization and utilization.

H₂: External factors will have a positive and statistically significant effect on resource mobilization and utilization.

As shown in Table 4.6, the result of the multicollinearity test indicates that external factors have a positive and statistically significant effect on resource mobilization and utilization with a beta value of (beta= 0.201, t=2.58, P=.012), at a 95% confidence interval ($p < 0.05$). As a result, the researcher reject the null hypothesis and it is accepted that external factors have a positive and statistically significant effect on resource mobilization and utilization of NGOs in Ethiopia.

Hypothesis 4

H₁: Donor financial and associated requirements will not have a positive and statistically significant effect on resource mobilization and utilization.

H₂: Donor financial and associated requirements will have a positive and statistically significant effect on resource mobilization and utilization of NGOs in Ethiopia.

As shown in Table 4.6, the result of the multicollinearity test indicates that donor financial and associated requirements have a positive and statistically significant effect on resource mobilization and utilization with a beta value of (beta= 0.195, t=2.37, P=.020), at a 95% confidence interval ($p < 0.01$). As a result, the researcher reject the null hypothesis and it is accepted that donor financial and associated requirements have a positive and statistically significant effect on resource mobilization and utilization of NGOs in Ethiopia.

The study yielded the following regression equation.

$$Y = 0.863 + 0.248 X_1 + 0.201 X_2 + 0.195 X_3 + 0.073X_4$$

Where Y= Resource mobilization and utilization

X₁= Strategies of resource mobilization

X₂= External factors

X₃= Donor financial and associated requirements

X₄= Internal factors

CHAPTER FIVE: SUMMARY OF MAJOR FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of major findings, a conclusion, the significant contribution of the study as well as recommendations for future researchers. The first chapter is a summary of major findings followed by a conclusion and final recommendation for future researchers. This chapter describes presentations, interpretation of data analysis, and discussion of the data.

5.2. Summary of major findings

The study was targeted at identifying and analyzing factors that are affecting resource mobilization and utilization among selected International NGOs operating in Ethiopia and to give recommendations based on the concepts in the literature review, and the empirical findings of the study.

For the study, 100 questionnaires were distributed out of which 95 were collected and 5 were not filled. Analysis was made based on 95 questionnaires.

The result of the study indicates that 54.74% of the respondents were male and the remaining 45.26% of the respondents were female. The study shows that 23.16% of the respondents were under the age group of 21-30 years old; 56.84% of the respondents were under the age group of 31-40 years and the remaining 20% were greater than 40 years old.

Regarding the educational level of the respondents, most have a good educational background of which 1.05% were diploma holders, 37.89% were bachelor's degree holders and 61.05% of the respondents were master's degree holders. The finding of the study of work experience in the NGO of respondents shows that 27.37% were having 1-5 years, 29.47% were having 6-10 years, 30.53% were having 10-15 years and 12.63% of employees were having 15 years of work experience.

The study also indicates that most of the respondents are within the program department with percentage of 50.53%, the grant & finance department 27.37% the logistics department with 7.37% HR, and the admin department 9.47% and with 5.26% from the audit department. Based on the above study, the response rate was considered satisfactory.

The result of the reliability test shows that the average index of the overall Cronbach's alpha of the variables is 0.744 which met the threshold of high reliability (0.7-0.9). This implies that the items in each of the domains are well understood by the respondents and items have measured what they were designed to measure and the normality test for both the dependent and independent variables shows a kurtosis and skewness lying in between -1 and 1 which shows that it is normal.

The other result of the study is the correlational analysis for each of the independent variables with that of the dependent variable. According to the study conducted, all variables have a strong correlation with the dependent variable This indicates the association between variables and validate the absence of multicollinearity.

The study depicts that the VIF of the independent variables of the multicollinearity test is less than 10 which implies that there is no multicollinearity problem. The value for R square is 0.407. meaning that resource mobilization and utilization is 40.7% affected by the independent variables The remaining 59.3% of factors affecting resource mobilization and utilization were calculated as factors that were not included in the model.

5.3. Conclusion of the study

The purpose of the study is to identify and analyze factors that are affecting resource mobilization and utilization among selected International NGOs operating in Ethiopia. The first objective of the study was to assess approaches/strategies of resource mobilization adopted by NGOs. The result of the study shows that approaches/strategies of resource mobilization adopted by NGOs have a positive and statistically significant effect on resource mobilization and utilization.

The second objective of the study was to examine internal factors affecting NGOs' donor resource mobilization. The result of the study indicates that internal factors have a positive and statistically insignificant effect on resource mobilization and utilization. The third objective of the study was to determine external factors affecting NGOs' resource mobilization and the result of the study shows that external factors have a positive and statistically significant effect on resource mobilization and utilization.

The fourth objective of the study was to examine the effect of donor financial and associated requirements and the result of the study implies that donor financial and associated requirements have a positive and statistically significant effect on resource mobilization and utilization.

From the result of the study, the researcher concludes that approaches/strategies of resource mobilization adopted by NGOs', external factors, and the effect of donor financial and associated requirements have a positive and statistically significant effect whereas, internal factors have a positive and statistically insignificant effect on resource mobilization and utilization among selected International NGOs operating in Ethiopia.

5.4. Recommendation and Direction for future studies

Based on the findings and conclusions reached, the following recommendations are forwarded to possibly improve the strategies adopted and reveal internal, and external factors and donors' financial and associated requirements that boost effective resource mobilization and utilization.

NGOs should exert their utmost effort to meet effective resource mobilization and utilization up to the standard. To meet effective resource mobilization and utilization, NGOs should emphasize on factors of resource mobilization and utilization like approaches/strategies of resource mobilization adopted by NGOs, external factors, and the effect of donor financial and associated requirements.

The study showed approaches/strategies of resource mobilization adopted by NGOs, external factors, and the effect of donor financial and associated requirements are the most important factors for effective resource mobilization and utilization. This study was conducted to identify factors affecting resource mobilization and utilization among selected International NGOs operating in Ethiopia and is performed on only twenty NGOs and related to donor funds; thus, this study may be limited in its generalizability of the findings to other NGOs operating in Ethiopia. As a result, future research should draw a sample of respondents from several NGOs found in the country.

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APPENDIXES

APPENDIX-1 Organization who Questionnaires distributed in the population.

No	Name of Organizations	Questionnaires distributed	Questionnaires returned	Questionnaires not collected
1	African Humanitarian Aid & Development Agency (AHADA),	4	4	
2	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	4	4	
3	Engender Health Inc	3	3	
4	Entreculturas	2	2	
5	Ethiopian Center for Development (ECD)	5	5	
6	Global Solidarity Fund (GSF)	3	3	
7	Impact Ethiopia	2	2	
8	International Livestock Research Institute (ILRI)	3	3	
9	International Medical Corps (IMC)	3	3	
10	Jesuit Refugee Service (JRS) – Ethiopia	35	35	
11	Jesuit Refugee Service (JRS) – U.S.A.	3	3	
12	Link Education Ethiopia	3	3	
13	Mennonite Central Committee-Ethiopia (MCC)	3	3	
14	Marie Stopes International (MSI)	2	2	
15	Plan International Ethiopia	3	3	
16	FDRE-Refugees and Returnees Service (FDRE-RRS)	4	4	
17	Tesfaye Teferi Anbesse Certified Audit Firm	8	6	2
18	United Nation Higher Commissioner for Refugees (UNHCR)	6	3	3
19	World Food Program (WFP)	2	2	
20	World Vision	2	2	
Total		100	95	5

Appendix-2 Response rate

Item	Response rate	
	In Numbers	In Percentage
Entire Population	100	100%
Collected	95	95%
Remain uncollected	5	5%

Appendix-3 Demographic characteristics of respondents

No.	Variables	Frequency n=95	Percentage	
1	Gender	Male	52	54.74%
		Female	43	45.26%
2	Age	Less than 20	-	-
		21-30 years	22	23.16%
		31-40 Years	54	56.86%
		Greater than 40 years	19	20%
3	Educational Level	Diploma	1	1.05%
		Bachelor's degree	36	37.89%
		Master's degree	58	61.05%
		Ph.D. or higher	-	-
4	Work Experience in NGOs	1-5 Years	26	27.37%
		6-10 Years	28	29.47%
		10-15 Years	29	30.53%
		Above 15 Years	12	12.63%
5	Employee Department	Program department	48	50.53%
		Grant & Finance department	26	27.37%
		Logistic department	7	7.37%
		HR & Admin department	9	9.47%
		Department of Audit	5	5.26%

Appendix-4 Reliability Analysis

Variables	Cronbach's Alpha	Items
Strategies of Resource Mobilization	0.773	5
Internal factors	0.787	8
External factors	0.811	7
Donor financial and associated requirements	0.772	5
Resource mobilization and utilization	0.578	4
Overall	0.744	29

Appendix-5 Normality Test

Variables	Obs. data	Mean	Std. Dev.	Skewness	Kurtosis	Distribution
Strategies of resource mobilization	95	4.08	.709	.051	.470	.109
Internal factors	95	3.81	.657	.320	.545	.499
External factors	95	3.83	.709	.227	.695	.438
Donor financial and associated requirements	95	4.04	.617	.215	.167	.169
Resource mobilization and utilization	95	3.72	.539	.038	.555	.095

Appendix-6 Correlation analysis

Variables	Strategies of Resource Mobilization	Internal factors	External factors	Donor financial and associated requirements	Resource mobilization and utilization
Strategies of Resource Mobilization	1.0000				
Internal factors	0.4225	1.0000			
External factors	0.1341	0.4785	1.0000		
Donor financial and associated requirements	0.2347	0.2821	0.4779	1.0000	
Resource mobilization and utilization	0.4525	0.4169	0.4576	0.4518	1.0000

Appendix-7 Multiple Regression Analysis:

Model

Variables	Unstandardized coefficients		Standardized coefficients	T-Value	Sig.	VIF
	B	Std. error	Beta			
Constant	.863	.371	-	2.33	.022	
Strategies of Resource Mobilization	.248	.069	.326	3.57	.001	1.27
Internal factors	.073	.083	.089	0.88	.381	1.56
External factors	.201	.078	.264	2.58	.012	1.59
Donor financial and associated requirements	.195	.082	.224	2.37	.020	1.35

Appendix-8 Questionnaires: using google form.

QUESTIONNAIRE :

ADDIS ABABA UNIVERSITY (AAU)
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF ACCOUNTING AND FINANCE MSC PROGRAM

* Indicates required question

1. Email *
-

Introduction

I am currently doing thesis on "**Factors affecting donor resource mobilization and utilization by International NGOs in Ethiopia: The case of selected International NGOs**".

Knowing that the purpose of the questionnaire is to gather adequate information about the above-mentioned title of the study. In order to make the study more fruitful, your response to the given question would be necessarily. All of your responses to the given question would be used for this academic purpose only and will be kept confidential work. Finally, I would like to forward my deepest gratitude for your unreserved co-cooperation in filling the questionnaire.

Part I: Demographic or Personal Information

2. **Demographic:** - Gender *

Check all that apply.

- Male
 Female

3. **Demographic - Age ***

Check all that apply.

- Less than 20 years
- 21-30 years
- 31-40 years
- Greater Than 40 years

4. **Demographic - Educational level ***

Check all that apply.

- Diploma
- Bachelors degree
- Master degree
- PhD or higher

5. **How long have you been working in the NGOs? ***

Check all that apply.

- 1-5 years
- 6-10 Years
- 10 - 15 years
- Above 15 years

6. **What is your department in current employment? ***

Check all that apply.

- Program department
- Grant & Finance department
- Logistic department
- HR & Admin department
- Department of Audit

7. What is the name your current organization?

Part II: Factors affecting donor resource mobilization and utilization by international NGOs in Ethiopia

Please click the number that you feel most appropriate number using the scale below (from 1 to 5 alternatives in the Likert scale).

Category-A

Strategies of donor resource mobilization

8. A.1 - Expanding relationships with UN member states helped my organization in resource mobilization *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

9. A.2 - Use of diversified new fund stream in my organization is a good practice. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

10. A.3 - Effective communication for raising donors visibility enhanced fund mobilization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

11. A.4 - Undertaking surveys on needs of beneficiaries is a routine task in my organization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

12. A.5 - Use of strategic advocacy is an identity of my organization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

Category-B

Internal factors of donor resource mobilization

13. B.1 - Inadequacy of the human resource capacity is triggering factor. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

14. B.2 - Insufficient strategic orientation in our plans is a challenge. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

15. B.3 - The adoption of timely fund financial management system in my organization is playing a positive role. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16. B.4 - Stringent monitoring and evaluation of programs is value adding in my organization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. B.5 - Regular assessment of internal opportunities or identity. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. B.6 - The direct involvement of founders in the leadership as well as in routine affairs has been a challenge in my organization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. B.7 - In terms of resource utilization, the problem of not working with other donors *
has negatively affected my organization.

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

20. B.8 - My organization certainly complies donors and country legal system. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Category-C

External factors of donor resource mobilization

21. C.1 - Changing of donor priorities negatively affects resource mobilization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

22. C.2 - Political interference of NGOs has adverse effect on their resource mobilization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

23. C.3 - Occurrence of conflict and war within the country negatively affects resource mobilization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

24. C.4 - Competition among NGOs in the same sector negatively affects donors resource mobilization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

25. C.5 - Prejudices of donor on an organization which had a resource embezzlement has adverse effect on resource mobilization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

26. C.6 - There has been act of shift of resources to governmental institutions with having negative impact in my organization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

27. C.7 - Conditions set by donors highly impacts the performance of resource mobilization in my organization. *

Check all that apply.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

Category-D
Effect donor financial and associated
requirements on donor resource utilization

28. D.1 - The rules and regulations within a country for accessing government Funds negatively affects resource utilization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

29. D.2 - High levels of government bureaucracy have adverse effect on donor resource utilization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

30. D.3 - Low capacity of country coordinating mechanisms negatively affects resource utilization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

31. D.4 - Poor relations between implementers negatively affects donors resource utilization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

32. D.5 - Despite the change of plans, change of programs has adverse effect on resource utilization. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

33. Diversified new fund stream in an organization is a good practice *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

34. Regular assessment of an organization is an internal opportunity to mobilize resource *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

35. Resource mobilization is highly affected by political interference of NGO *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

36. Resource utilization is affected with the change of plan and program. *

Check all that apply.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

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