



**College of Business and Economics**

**Master of Business Administration Program**

**Factors Affecting National Resource Mobilization in the Business  
Sectors for Humanitarian Non-Government Organizations in  
Ethiopia**

**A Thesis submitted to the Department of Management in Partial Fulfilment of  
the Requirements for the Masters of Art Degree in Business Administration.**

**By**

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## DECLARATION

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This Thesis has been submitted for examination with my approval as a university advisor.

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## **Acronyms**

ACSO: Agency for Civil Societies Organizations

CF: Critical Factors

CSO: Civil Society Organizations

ECSOC: Ethiopian Civil Societies Organisations' Council

GDI: Gross Domestic Investment

GDS: Gross Domestic Saving

GDP: Gross Domestic Product

INGO: International Nongovernment Organizations

LC: Local Community

NGO: Nongovernment Organizations

NRM: National Resource Mobilization

SDG: Sustainable Development Goal

## **Abstract**

*The study has been conducted with the aim of investigate the critical factors that fetched less National Resource Mobilization (NRM) in Ethiopia. Rising incidents of humanitarian assistance among the nationalities is an increasing concern. Most Non-Government Organizations (NGOs) are entities to do humanitarian assistance as per the need and priority. In Ethiopia, most NGOs perform humanitarian assistance through foreign funds that created dependency in international communities. The nationalities participation in availing resource for humanitarian assistance observed very less. Hence, NRM creates a bridge for nationalities to take part for a diversified funding source, which might be a preferred substitute to foreign funding through time. The study result what critical factors is affecting business sectors as potential local funding sources to humanitarian projects. The investigation of factors with in the business sectors circle drives where to focus, what to do and how to do by engaging and working with NGOs. The study adapted a deduction approach, using both qualitative and quantitative methods through exploratory factorial analysis. Accordingly, the questionnaire was distributed to 390 business sectors targeted to the business owners, investors, top officials, and managers at the senior level. 357 responses gathered which result the response rate of 91.5%. The study finds out the critical factors after the detail analysis of collected data through exploratory factorial analysis, principal component factorial analysis and sequential explanatory analysis to include both close-ended and open-ended questions. The collected data fulfills the construct validity of measurement and reliability. The study findings state that usage of information based innovative mechanisms in identifying, share gaps, needs, funding with priority is critically important to increase NRM participation. In addition, the NGOs impact and deliverability, transparency requirement to CSA, within the community, their engagement with the business sectors and with the community found to be critically important. The reason is understanding mutual benefit creates motivation in willingness to participate in NRM. Most of the business sector representatives expressed their willingness to participate in NRM. Government's support and incentives as per their involvement had a direct influence. NRM is an approach approved in 2019, for NGOs to do local fundraising by the Agency for Civil Societies Organizations (ACSO). Monitoring and controlling the works and deliverability of NGOs, in focus of decreasing dependency syndrome is very mandatory. That will increase to foster the culture of philanthropy and volunteerism in the nationalities that directly contribute to NRM's practicality in the future.*

Key Words: NRM, Knowledge Management, Digital Technology, Behavioral Motivations, Community Engagement, NGOs, and Government incentives, ACSO monitoring, dependency syndrome

## **CHAPTER I: INTRODUCTION**

### **1.1 Background of the study**

#### **1.1.1 Humanitarian organizations overview**

From the World's population; 167.6million people have basic needs and 108.8million were targeted. To address the basic needs, it requires \$28.8Billion budget (OCHA, 2019). Most causes of the needs are due to conflict among the society, extreme climate events and national disasters. While the World's population grows fast the poorest countries struggle to get clean water and fail to have their basic need N. Sadik (2019), World War I(WW1) is the first event that humanitarian activities started to engaged in availing aid and supplies for the vulnerable community (BCLM, 2016). At that moment over 500,000 children lost their fathers. After that humanitarian organizations started to engage in any natural damages; emergency response, conflicts, and drought for all over the world. But after some years, Non-Government Organizations (NGO's) started to involve in health, education, and human rights besides humanitarian food assistance.

The word Non-government Organization (NGO) becomes known when United Nations (UN) categorize the private organizations to work independently out of governments control, but under a narrow focus to work on human rights and non-criminal activities (Mostashari, 2005). In addition, non-government organizations are considered as programmed resource provider institutions between the donor/sponsor and the humanitarian project implementer countries (C. Batti, 2014, p. 58).

In Ethiopia, the report of humanitarian needs overview 2021 states as the first three months of 2021, 23.5 million people are estimated to need urgent humanitarian assistance, yet another increase from 19 million at the end of 2020 (OCHA, 2021).

The evolution of charities in Ethiopia started from the relief interventions of food aid and rehabilitation programs in 1974 with small scale and since 1984 in the case of drought in the North with a larger scale. (Cryer, 2021, p. 2) "Ethiopia was one of the richest countries on earth—in its civilization, history, and culture" (Grill, 2010, p. 7). But after the 1984 famine, Ethiopia become the ironic poorest country, besides the glorious past and rich culture associated with it. The famine quickly makes non-government humanitarian aid organizations exist and expand their role. Most

humanitarian activities are covered by international non-government organizations (INGO), indigenous non-government organizations, government institutions, and ethnic local associations.

### **1.1.2 National Resource Mobilization**

NRM is a resource mobilization approach from the nationalities using different mechanism for the charity or humanitarian activities. The items include skill man power and material resources. Most NGOs in developing counties supported by the resources which come from the international community. The three different types of resources derive from Private Sponsorship fund (PNS), Grants, and Sponsorship.

In the recent age, there are projects in Ethiopia to enumerate the ability to accomplish through the national resource. Some are Gebeta Le-Hager, Macedonia, and GERD (Great Ethiopian Renaissance Dum) construction of the project. So, the positive practice observed in such works overviewed and exercised in the humanitarian assistance of the country.

The existing problem of NGO's and the society dependency syndrome thought in relation to foreign operational budget can be well-adjusted with the diversified funding resource of NRM. The study examines the critical factors that prohibits NRM not to be a practical in the public for humanitarian projects. The potential donors who can take part in NRM are all nationalities. NRM gives an opportunity to have nationalities owned humanitarian projects. In addition, the community's contribution motivates the nationalities to keep the former culture, which is very known in giving to the poor and the needy.

Therefore, the researcher is intended to conduct a study on this topic because solely dependency on NGO foreign fund support cannot ensure country's holistic development. So that local problems needs active involvement of local wealth. In this regard, one of the intentions of this study is to get solutions for factors hampering efficient use of existing resources of the business sectors for the sustainable development of the country. With this regard to explore the existing knowledge about NRM, how the NGO's work affect the nationalities participation, what kind of behaviors do we really need for NRM active participation explored in the study,

## 1.2 Statement of the Problem

The developed countries strategy in securing resource is very important in having nationalities who are willing to participate as a donor in the humanitarian circle (Ball 2021). To promote their value, to help people, to have economic and trade ties are few from the list of factors. However, most researches in developing countries are far beyond developing strategy than being just a recipient from the donors.

Understanding and believing on the work of the humanitarian projects; motivates the donors to give for a charity (Jones, 2017). Donor's primary factor to give for the needy are believing the mission of the organization, believing that the donors gift can make a difference. That brings experiencing personal satisfaction, enjoyment, or fulfillment, giving back to the community. That also adhering to religious beliefs. These behaviors cultivated through different educations and human nature the nationalities.

In addition, the research conducted by (C. Batti, 2014, p. 59) states donor's priority changing, donors' conditional ties brought sudden budget cuts. And, political instability; accomplishing the donor's interest is happening in the recipient countries. The obstruction on the project underperformance consequences & global economic crisis also affects the humanitarian projects resource mobilization from the nationalities.

The donor's inconsistency and unsustainability while the need increases from time to time, leads to another means of fund for future humanitarian assistance (B. Damtew, 2019 p. 26 and Koech, 2018). The study revealed as the organizations performance highly affected the donors' interest to keep promises or not. The study shows the determinants of project planning, high impact collaboration, professionalism defines the sustainability of the humanitarian assistance. So the relationship between performance of NGO and nationalities participation found to be critically overviewed in the study.

The developing countries' population growth increases while the economic development to cover the needed supply is very less (Izvorski & Karakulah, 2019). The reason stated is that governments didn't collect adequate revenues from the human capital, infrastructure, and institutions of the society. The excuses of less participation considered as we are poor with much unsatisfactory need as a developing country.

The governments state lacks to give public service is the war and civil conflict of the last four to five decades, that cause crises of public finance and reduced the ability of the state government The deficiency of states in the declining economy, loss of natural resource affects the country's exports in the world market. As a result of this deepening poverty and the growing of unemployment brought frequent food crises (Hickel, 2017, Zewde & Pausewang, 2002, p. 103). Ethiopia reported as the first top recipient of Aid in Africa from the development assistance that runs globally (OECD, 2018). This points to the massive works of humanitarian projects done through foreign funds.

In Ethiopia the economy is highly dependent on rainfall seasonal farming (WMO,2019). The rural population engages in farming to supply the urban. Agriculture accounts for more than half of the economy and 78% of the Ethiopian population struggle with income below US\$2 per day, so continues humanitarian assistance found to be unquestionable.

On top of this, as far as the researcher's knowledge is concerned, the complete absence of similar empirical studies conducted in the Ethiopian context also motivated the researcher to put her own contribution since nationalities are not yet well strong and organized in NRM participation for it is very important and different context from the developed countries studies. Therefore, the study investigates the relationship between knowledge, human behavior, future strategy and how the impact of NGO work affects the nationalities participation in NRM.

### **1.3 Objective of the Study**

#### **1.3.1 General objectives**

General Objective: the overall objective of the study is to investigate major factor affecting business NRM for humanitarian projects of NGOs in Ethiopia.

#### **1.3.2 Specific objectives**

1.3.2.1 To examine the effect of awareness in NRM participation

1.3.2.2 To examine the implication of NGOs in effect to NRM in Ethiopia.

1.3.2.3 To investigate the behavioral motivation of business sector representatives in NRM involvement.

1.3.2.4 To investigate preferred mechanisms to increase NRM participation in Ethiopia.

## 1.4 Research Questions

### 1.4.1 General Research Question

The study is to determine, what major factors are affecting NRM involvement to acquire sustainable resource for a longer period in NGOs in Ethiopian?

### 1.4.2 Specific objective questions

The main research question divided into four sub-questions

1.4.2.1 What is the direct effect of formal and informal knowledge to NRM?

1.4.2.2 What indirect effect does the definite works, transparency, and community engagement of the NGOs have on NRM participation?

1.4.2.3 What are the effects of behavioral motivations on NRM's involvement?

1.4.2.4 What direct effect does the preferred mechanisms have increase on NRM?

## 1.5 Significance of the Study/Contribution

The main reason for this study is that researchers have not paid enough attention to this subject in the humanitarian sector specially in developing country and in Ethiopia in particular. Most of the studies previously focused on how to manage the foreign fund in the humanitarian activities, as well as most focused on the relationship with foreign donors.

Therefore, this study is expected to provide empirical evidence by investigating factors affecting NRM from the business sector representative's view.

**NGOs:** The result can be useful for NGOs to include and improve their strategy in resource mobilization in working with business sector owners for sustainable humanitarian assistance.

**ACSO's** as an authorized government body, to closely monitor, help NGOs for their practical work to NRM

The **Ministry of Revenue** to support, encourage business sectors by improving or adjust policy to enhance their participation in humanitarian projects

The **Ministry of Education** to adjustment on any curriculum, finding way out to get early age well-informed nationalities.

The researcher does have a significant role to play how humanitarian assistance to be supported by nationalities commitment and future development plans of the government capacity. For further researchers, the study can potentially serve as a stepping stone in the area.

### **1.6 Scope of the study**

The study couldn't cover all nationality, because of time and financial limitation. Focuses given to business sector representatives to be the target population at the national level. The reason is they can be future donors by their huge resource in the economic exchange of the country. They are also investors, owners, suppliers, importers, exporters, and leading manufacturing industries. Resource is very mandatory for every sector, but the study gives attention on the perspective of resource mobilization for humanitarian assistance. To find out the business sector representatives understanding about NRM, NGOs humanitarian assistance, behavioral motivations and the preferred mechanisms directs to investigate the major factors affecting NRM to NGOs in Ethiopia. The list of business sectors referenced from the business organizations registered in Addis Chamber under 2019-2022 published directory. The randomly selected samples of the business sectors in every group of the business hub meant to represent the total target population of the business sector representatives in Ethiopia.

### **1.7 Limitation of the Study**

The study is limited to the business company representatives based in Addis and the surrounding based on the reference to the catalogue of 2020/2021 registered as a member of the Ethiopian Addis Chamber based in Addis Ababa. The limitation arises because of the shortage of time and money.

Finally, the researcher acknowledges the exclusion of local communities, government sectors, individuals, and unregistered private companies in the Addis Chamber under 2019-2022 published directory as a potential limitation of the research.

## **1.8 Operation definition of the terms**

National Resource: a resource available in the country can be products, services, goods, money, time, and skill

National Resource Mobilization (NRM): a process whereby resources-both financial and non-financial are mobilized internally to support humanitarian organizations' activities

Social Responsibility: Is an ethical theory of every individual is expected to be accountable for civic duty

Humanitarian Projects: community development programs, environmental protections, Water projects, Agriculture advancements, emergency responses, and child sponsorship.

Local Non-government Organizations: are organizations formed to serve between donors and beneficiaries under the laws of Ethiopia funded by Ethiopians, foreigner's resident in Ethiopia or both

International Non-government Organizations: are an organization formed under the laws of foreign countries and registered to operate in Ethiopia.

Fund Raising: is an act of influencing people to raise money or items for a cause of humanitarian activities

Business Sectors: are organizations that engage in commodity exchange, financial transactions in different sectors of the county to avail supplies to the community at every level.

## **1.9 Organization of the study**

The thesis has five chapters with well-organized to include all issues in each section. The first chapter is introductory to the research that includes background study, problem statements, the significance of the study, objectives, limitations, scope, and definitions of operational terms. The second chapter covers the review of related literature with a detailed study. It had sub-topics starting from the broader view. And the third chapter covers the research design and methodology, how to measure the outcome, how the data collection addressed, how the independent variables are administered, what's the plan for data analysis, what variables are addressed in the research proposal explained

well. And how the research check validity and reliability of the collected data justified. The fourth chapter presents data analysis with presentations of findings. The fifth chapter includes a conclusion from the findings and draws recommendations to address issues that are identified as factors that affect the research objectives.

## **CHAPTER II: LITERATURE REVIEW**

### **2.1 Introduction**

The literature review covers the reason why developing countries failed in the aid agencies provision? What is the background story? And what factors brought less NRM specifically in Ethiopia? In addition, NGO's impact for the last decades and how they work practically bring impact and their community engagement in humanitarian projects areas. The colonization of many African countries let them stay in poverty and most countries are resource locations for the raw material to the developed countries (Gill, 2010). Africa as a continent is considered the richest in natural resources. Ethiopia was world-famous in artifacts of human origin, non-colonized in African history, victorious before the 1984 North famine (Gill, 2010). Poverty and drought, rapid population growth without sufficient supplies of basic needs let the aid agencies stay working in our countries. Most international NGOs are an organization formed in foreign countries to do humanitarian assistance to developing countries. INGOs got an opportunity to inter and work humanitarian activities in the country then after 1984. Indigenous organizations established by local community resource mobilization, ethnic gatherings, and with different purposes to do humanitarian projects. Most of the indigenous organizations work with the resource mobilized from the localities and foreign funds (diversified funds).

### **2.2 Theoretical Literature View**

#### **2.2.1 Resource Mobilization Theory**

Resource mobilization comes out from social movement to reach the needy community whenever the need arises. The theory supports the Civil Rights Movement in equipping to achieve its objective. The resource might be money, time, knowledge, labor. Solidarity and legitimacy (Libretexts, 2018). Income inequality is the real thing in most countries. So, the civil rights movement helps to balance the inequality and work for the benefit of both the rich and the poor to share resources. The theory

of Resource-Mobilization emphasizes how it's very important to have a resource in social movement and development to be successful. Even though resource mobilization is ideal to fulfill the gap, the critiques are noticed in the community to make them dependent on someone else than being self-sustainable (Opp, 2009, p. 435) but the positive effect and impact noticed practically important.

Developing counties like Ethiopia had a shortage of food deliveries because the economy is dependent on seasonal agriculture. The agriculture sector isn't civilized to provide the expected amount for the domestic use of the population and for international export trade (USAID, AFS 2021). The dependency on rainfall has high effect on food insecurity for decades that exposes many nationalities to stay in poverty and aid assistance (WMO, 2019, April 5).

Domestic savings in Ethiopia have been low in different policy regimes (Dawit, 2004; Gebeyehu, 2010); and (Abay, 2009). Between 1960 and 1972/73, Gross Domestic Savings (GDS) increased between 10-13.3% of the Gross Domestic Product (GDP). The percentage of GDS didn't show any progress for decades.

Ethiopia is among the top aid-receiving countries (Ageba, 2007) According to the World Bank, average GDS as a percentage of Gross Domestic Investment (GDI) over the period 1981 to 2014 was 58.78%. This implies that more than 40% of the GDI financed by external resource inflows. (Desalegn, 2017, p. 3)

The budgets allocated from the foreign fund are susceptible to sudden budget cuts, lack of clear understanding of complex internal, external conditions of donors, lack of good planning, and instability of program changes at the middle of the project implementation (B. Damtew, 2019 p. 11). In reference to the above lists of issues as a country, resource mobilization balance income inequity, adjust food delivery shortage, increases domestic saving, and minimize dependency on foreign.

#### NRM Effect in Moral Empathic value

Moral development and moral value are the principle of care that we associate either positively or negatively for any situation. The empathic concern of giving is highly related to help needy people and mediates the empathic concern of the recipient. (Bekkers & Ottoni-Wilhelm, 2016, p.

244). To participate in donating, giving, prosocial behavior, and helping are in the big set within the principle of care.

### Knowledge and NRM

The study states in Ontario province suggests that grade students should start learning about how to give or share for others at their 10th (Craig, 2013). In developed countries, Educational System starts at an early age through the curriculum. Educational institutions involvement in learning students from their childhood at the elementary schooling about the moral empathic value to give and share. Even though we don't have a structured curriculum or teachings in sharing to the needy in the society; there is a culture and thoughts within the community to work together as a nationality.

### Donors' vs Recipient Interest (Cultural conflict and Stay in Aid)

In most cases, the donors have their own interest in contrast with those who involve in supporting countries for their moral satisfaction. There are also donors who have an interest that is immoral in developing countries' by advancing LGBT human rights around the world" (Shah, 2012, p. 2). If the recipient fails to act with the prerequisite of the donor; they unfollow supporting the humanitarian sector. So NRM keeps the culture and backs up NGOs to continue their service to sustainable community development (C. Batti, 2014, p. 57)

## 2.2.2 Humanitarian Activity Theory

Humanitarianism is a keyword for the activity that states every human deserves respect and dignity that should be well treated. That directs to the advanced well-being of humankind in the contextualized form. Humanitarianism is a multidisciplinary fundamental resource for crises and disasters that unfold across the world. The innovation to improve programs through aid, care, and protection through proliferated agencies like the United Nations (UN), Nongovernment organizations (NGOs), and different foundations that are under the hub of humanitarian organizations. In 2016 World Humanitarian Summit and UN Agenda deliver a collective outcome to proceed strongly to focus on innovation for humanitarian expansion and mature so "now is the time to Deliver" appeared to be real in the sector. (Allen et al., 2018), (Sandvik, 2017).

World War I was the first incident in world & British History; children lost their 500,000 fathers and that brought much burden on families (Pitkin, 2011). This was the first time to have humanitarian aid agencies brought a solution to the situation.

In 2018 Ethiopia was reported as the first top recipient of Aid in Africa, in 2020 UN reported as Ethiopia became one of the least developed countries (ODA, 2018). Ethiopia's tax system effort & mechanism to collect is very weak that will not be sufficient for humanitarian assistance. Low public saving brought stress on the government to address the community's needs (Abay, 2010).

## Humanitarian

INGOs and local NGOs played a critical role by participating in disaster recovery responses in Africa (DMSD, 1994). The World Bank mentions that 36% of extreme poverty community escaped through the social safety nets program around the globe. Globally, developing and transition countries spend an average of 1.5 percent GDP on safety net programs (WBG, 2017)

From 110million total population of Ethiopia 43 million are aged under 15. Nearly 36 million children in Ethiopia are poor and lack access to basic social services, a new report reveals (UNICEF, 2019).

## NGOs

Most aid recipient countries experience the fund allocation goes to administration cost while the beneficiaries get less benefit (W. Pamela. (2017). These practical actions make the community negatively see the work of humanitarian activities that prohibit them to involved in NRM when there are advocates about it. The NGOs work and practical impact to the needy people had a direct effect on the perception of the community towards NGO's.

### 2.2.3 Stakeholders Theory

Stakeholder perspective is an alternative way of understanding how companies and people create value to work and trade with each other (Freeman, 2018). The theory is a view of capitalism that stresses the interconnected relationship between a business and its customers, suppliers, employees,

investors, communities (Edward Freeman, 2018). The good relationship with stakeholders such as community had a positive effect to the success of the company.

The study in Canada reflects the development and humanitarian agencies provide hundreds of billions of dollars in all sectors to alleviate poverty and support the target regions (TCS, 2021 and Pramma, 2019). The budget used by companies to supply as per need for the NGO's project implementation, and an opportunity to expand their business.

In our context business sectors can play potentially transformative role to supply NGOs sustainability. The reason is they are managing much resource of monetary and supplies exchange in the country. Their preference on how to give for humanitarian, what they perceive, the mutual benefit analysis, government recognition and support overviewed by the business sectors representative's perspective studied as an objective of the study.

## **2.3 Empirical Literature View**

### **2.3.1 Factors to Resource Mobilization**

#### *Awareness/Knowledge*

According to the research conducted by (C. Batti, 2014, p. 59) donor's priority changing, criteria being used to donors' conditional ties. Political interference, rules and regulations of the country, competition among NGOs in the same sector mentioned as external challenges that affect NGOs to acquire resources.

As per UN General Assembly in 2017; the former Central Emergency Response Fund (CERF) for the global emergency response fund purpose as the leadership demonstration to understand the idea of humanitarian financing through resource mobilization affects timely humanitarian response (U CERF, 2017). The publications states Africa needs public resource mobilization for the aid purpose in the continent because the external source of fund had their own undesirable impact in African countries economy.

#### *Technology*

According to EU and member states strategy in relation to resource mobilization; Improved information, to strengthen resource mobilization base on funding need, gaps and prioritization are listed. They prioritize to do keeping their environment and ecosystem through the resource they

mobilized. (ESMA, 2021) Developed countries prioritize activities that helps them to mobilize resource according to the need and priority set.

#### Behavioral Motivation

(Jones, 2017) the study found that donor's primary factor to give for the needy are believing the mission of the organization, believing that the donors gift can make a difference, experiencing personal satisfaction, enjoyment, or fulfillment, giving back to the community, and adhering to religious beliefs. (Renn, 2015) the study refers "Each of us, through our contributions as volunteers and benefactors, holds the power to change the course of society for the better.

The writer points to how donors can change the society and how much it's important to know the donor's motivational factor to achieve the target.

#### Tax (public saving)

(Abay, 2010) states that public saving and enhance tax effort to increase and strengthen the organizational capacity so that the domestic resource mobilization highly affected.

### **2.3.2 Factors to NGOs**

#### Performance

(Koech, 2018) did a study in Kenya on determinants of effective logistics performance in humanitarian organization states that project planning, high impact collaboration, professionalism, resource mobilization had a direct connection to effective logistics performance, the same works for effectiveness of the organization.

As per the study (B. Damtew, 2019 p. 20), the case of Save the Children in Ethiopia, the Project planning had a positive or negative effect on the future of project planning. The plans need to be very flexible, systematic enough to handle any situations throughout the life of the project. And, the communication between donors requires a good knowledge.

#### Online marketing

Orucevic, G. (2019) states that there is a real relationship between online marketing strategies and fundraising performance of nonprofit organizations. For this case the performance of NGO's explained as high effects in the fundraising performance. As the achievement score going high and the development impact observed in the community, the fundraising performance of NGO's will

increase accordingly. (Arora, 2016) the study on maintaining relationship with donors’ states appreciation, respond promptly, value follow-up, report results either fault or success stories and pictures, keep updating with activity or event alerts, update timelines and to prepare letters of appreciation from the beneficiaries gives them to stay connected.

**Inflexibility to new ways/pledges**

The study by (C. Batti, 2014, p. 60) mentions capacity limitation of the organization, accountability and transparency, founder’s inflexibility to new ways, inadequate strategy, weak operational plan, inadequate networking skills, not assessing available opportunity and lack of effective governance and not having effective communication and branding mentioned as internal challenges of the organization. That makes it fail to acquire resource mobilization either from internal or external donors. (Andreoni & Serra -Garcia, 2019) the published study on pledges for contribution results that the request an immediate contribution, request a pledge now and contribution later, request a nonbinding pledge which found successful.

**2.3.3 NRM and NGO’s**

Charity organizations are classified by the nationalities of their staff and the source of their funding (Dupuy, Ron, & Prakash, 2015, P. 426). The 2009 law classifies NGOs in Ethiopia in two three types.

Type	Citizens	Naming	Budget	Percent	Remark
Type 1	Ethiopian Citizen members and administrators	Local Associations, NGOs	Local source	90%	The rest 10% from foreign
Type 2	Ethiopian Resident	NGOs	Composed of both foreign and local	10% and over foreign	Much local fund
Type 3	Foreign Charities, foreign staff	International NGOs	Substantial overseas funds.	~100% foreign fund	Much foreign fund

Even though the 2009 law motivates local source mobilization, the 2019 law appear more liberal with respect to some aspects of funding and spending. “With the new law both foreign and local

CSOs are anticipated to raise funds from any legitimate source. And the cost percentage pulled to be 20% from its former 30% while the operational costs raised to 80% under the new law.”(Degu, 2019)

The initiative of NRM arises again with New CSO legislation 2019 Says “An organization which engages in income generating activities in accordance with Article 62(1)(b) of this Proclamation may do so by establishing a separate business organization (company), acquiring shares in an existing company, or operating its business as a sole proprietorship.

In most cases, the basic need of the public and inadequate state government finance is a pushing factor for NGOs to work in the developing countries. In donor driven funds; international NGO’s development work done based on the foreign policy and regulations in most developing countries (Dubiwak, M. 2017, Mengistu, 2014).

The situations in most NGO’s who are dependent in foreign fund pushes the government to apply and to recall the Ethiopian good culture. Under the 2019 law, the agency has powers of investigation to check if an NGO is operating according to the law or not. The former trend in supporting the needy through different adoptions of a child as an orphanage, and the recent projects like GERD, Gebeta lehager, Macedonia have been observed as there are potential nationalities to do NRM for humanitarian projects.

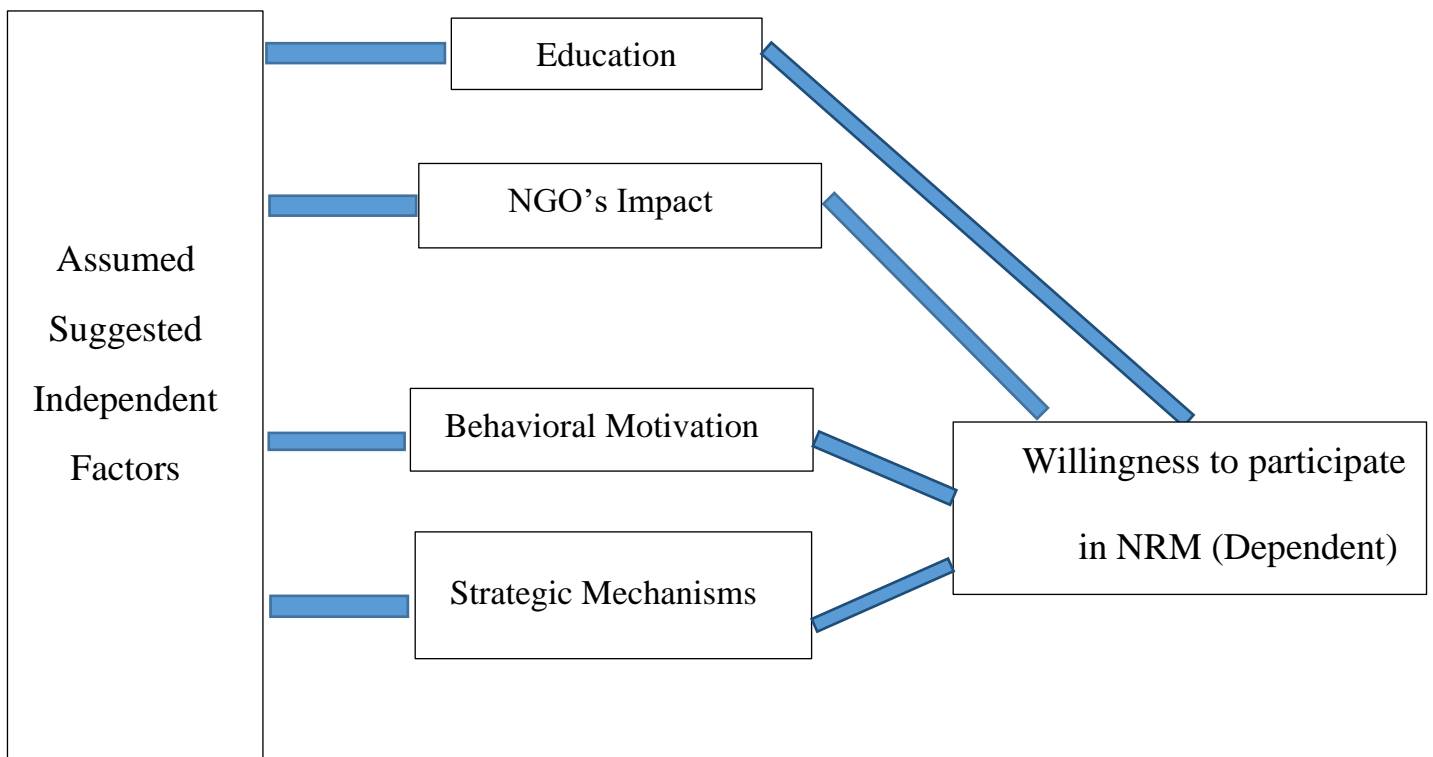
## **2.4 Gaps Observed**

NRM participation considered to be less in our country context for the humanitarian organizations; and the work performed with much foreign fund. The studies in different countries stated as the resource mobilization for humanitarian organizations in developing countries observed because of less gross domestic saving. The foreign funds are vulnerable for sudden budget cuts because of poor project planning and unpleased performance of NGOs. And also aspect to manage costs/assets, not having supportive policies in the organization highly affect the flow of foreign fund studied in different researches. But factors affecting the NRM in developing countries including Ethiopia are not studied in detail. So, this study focuses to explore major factors that makes the business companies to be reserved to participate resource mobilization for humanitarian projects.

## 2.5 Conceptual Framework

As can be seen in figure 2.1 below, independent variables are education, NGO's Impact to the community, Behavioral motivations, and strategic mechanisms to increase the dependent variable willingness to participate in NRM. They are frequently used by intellectual resource mobilization researchers separately. The area as it has not been used before in relation to factors affecting NRM. As suggested by (C. Batti, 2014, p. 59), (Jones, 2017), (Koech, 2018), Orucevic, G. (2019), (Andreoni & Serra -Garcia, 2019), the independent factors listed separately according to the context in resource mobilization, while in this research those factors are interlinked with dependent factor to give the deliverable.

Figure 2.1 Conceptual Framework



### **2.5.1 Independent variables**

The Independent variables of the research are those summarized from empirical studies and expertise interview in the field. NRM can be done for the specific purpose of humanitarian assistance due attention to the factors that had high consequence on the mobilization. Resource is a key to do any humanitarian activities. Ethiopia is country listed as top international aid recipient for humanitarian assistance, because of highly affected populations by natural and unnatural incidents. So diversified funding resource helps the humanitarian projects to be done with minimal dependency on foreign fund. The more we mobilize the resource locally we will have a proper self-sustainable, humanitarian projects for the needy.

The independent variables that affect's willingness to participate in NRM are taxation, knowledge, perception about NGO, behavioral motivations and the applied systems in the humanitarian projects and the government institutions policy and work that affect participations.

### **2.5.2 Dependent variable**

The dependent variable of the research is the willingness of participation to NRM, for the sustainable NGO's humanitarian projects. The researcher investigates the reasons and factors why most of the NGOs are highly dependent on foreign resources financial system, and conclude to the concrete result. The impact of humanitarian projects in the community, in the business sectors is important to get many participations in the diversified resource. To examine the broader perception of the business sectors help us to understand alternative options to the NGO's funding source.

Currently much of the humanitarian activities are covered through foreign funds which is mobilized and donated by international community. The changing culture in resource mobilization participation is highly important and timely. The nationalities existing knowledge about the resource mobilization, the impact of NGO's and the reverse effect in resource mobilization highly affect the trust of the nationalities to involve and take part in NRM or not. Alternatively, to know the behavioral motivating factors and causes helps to accelerate the work for well-organized preferred approach for localities and business organizations to pledge for preferred approach of the future.

The more we mobilize fund locally we will minimize the dependency on foreign funds, avoid indirect suppressive influences of foreigners in our cultural values and sovereignty of the country. The dedication of the nationality for resource mobilization will influence to strengthen national capacity, explore new & innovative financial economic productivity mechanisms and benefit sharing initiatives to sustainable NRM.

## **CHAPTER III: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter reports the research methodology which directs the way to address research objectives and to solve the research problem. The research is exploratory factor analysis because the study is new, and researcher will explore the different factors that affects the willingness participation in resource mobilization, with in humanitarian context. There are indigenous projects and ethnic associations who had good practice on NRM. The research question why, these good concepts are not applied in a full scale for humanitarian projects. It's known that most nationalities, business sector owners had their own scarcity in self-sufficiency but the study wants to challenge as it's possible to do NRM beside all the shortages and commitments. So, the research methodology helps to answers objective questions of the major factors that affects the NRM in our context.

### **3.2 Research Approach**

The philosophical stance of the research falls on postpositivist worldviews. In which the NRM participation to humanitarian projects affects the diversified resource for nongovernment organizations. The methodology resolved the problems identified by addressing the objective questions to examine the major factors observed in business sectors circle.

The study used reductionistic in which the idea observed less participation in NRM to humanitarian projects' in to a small set of ideas. There is an established system, policies that govern the business sectors that should be tested and refined to reach in to the major factors.

The approach follows set of procedure that helps the research questions to be fully explainable through a qualitative and quantitative approach (Creswell & Clark, 2011).

### **3.3 Research Method**

Mixed method is an objective systematic process in which both numerical and qualitative data used to obtain information to analyze and generalize research findings. The mixed approach selected for the study because the study requires detail factorial analysis and behavioral study that can be gained through interview questions, open-ended, and closed-ended questions

The study employed exploratory factor analysis from the numeric data to condense variables into just fewer super-variables that highly affect the dependent variable. The sets of variables have been adapted from the empirical reviews and pilot survey. Exploratory analysis selected because the variables identification done from the respondents to consider the importance of suggested factors that are expected to influence willingness to participate in NRM.

Expertise in the field and business owners selected purposively to interview that enrich the qualitative data that can't be addressed through questionnaire. The collected qualitative data identify the essence of business sectors experience and behavioral motivations as a phenomenological research strategy to reach in to specific suggested factors cleared and selected after data analysis result (Creswell & Clark, 2011).

### **3.4 Research Design**

The research design is the preparation of conditions for the collection and analysis of the data required either to solve research problem or to achieve research purpose (Kothari, 2004).

The interview conducted with the expertise at the first phase to get information and to develop questionnaire accordingly which can be considered as sequential for qualitative data as a priority and then quantitative data through survey. But at the 2<sup>nd</sup> phase data collected through online questionnaire by concurrent mixed methods procedure.

The quantitative data collected through guided response type questions which are multiple-choice and Likert scale in order to reach to all-inclusive analysis (Creswell & Clark, 2011).

#### **3.4.1 Purpose of the Research**

There are different types of research namely; exploratory, descriptive, and explanatory research as per (Kothari, 2004). Exploratory research is aims to answer the questions what variables are highly critical to influence the dependent variable. To achieve the goal Exploratory Factorial Analysis [EFA] intended to explore the data for patterns in variable correlation to reach in to the actual variables that have high connection with the dependent variable identified using the principal component analysis. (Bayiley, 2016) The goal of EFA is to reduce the original variables into a smaller number of factors that helps to reach into easier interpretation by investigating which factors are critically significant.

The principal component analysis (PCA) is a common factorial analysis computed by SPSS to define linear combinations of the variables using Spearman Correlation result. (Bayiley, 2016)

### **3.4.2 Research Strategies**

Research strategies help researchers to provide data that can answer the research questions or achieve the research objectives. While many strategies are deductive(quantitative) in nature, some others are inductive(qualitative). The research employed both strategies using interview and open-ended questions for qualitative questions and survey strategy for quantitative data collection.

### **3.4.3 Data Collection**

#### **3.4.3.1 Types of Data**

There are two types of data: primary data and secondary data. The primary data is collected based on the research questions and objectives which could be either qualitative or quantitative. The secondary data included in the literatures include previous studies even though it's not specific to the research study aim.

Qualitative data gathered through interview questions based on the interview guide and 7 qualitative questions in the survey distributed. The information from the key informants in the field shaped variable selection at defining objective of the study and to capture detail responses. The interview questions customized as per the respondents' profile either they are expertise in NRM or experience in contribution. Interview questions, for key informant includes formal in-depth interview questions to capture detail answer from the expertise, observation and additional information instantly conducted as per the response of the respondents. The 36 questions in the survey considered as an input to quantitative data type.

#### **3.4.3.2 Data collection Technique**

The study embeds online questionnaire and interview to address research objectives. The questionnaire developed by Microsoft office forms to be used as a research instrument to collect primary data. The questionnaire includes liker scale close- ended questions, Yes or No questions and semi structured

open-ended questions. The open-ended questions used to collect qualitative data and the close-ended questions considered as quantitative.

The data gathering is sequential; because qualitative data collected at the first phase and quantitative and qualitative data concurrently collected at the second phase of data collection.

#### 3.4.3.3 Temporal and Special Dimension of the study.

The dimension of the study is cross-sectional, the outcome and issuing the questionnaire to participants worked out at the same time (Saunders et al, 2012). In this dimension the participants selected based on the criteria of the study, and the research examine the participants of the study with in the current situation of NRM and humanitarian NGOs context.

### **3.4.4 Research Measures**

This section outlines both the dependent and independent variables for this study and their measurement. The independent variables are knowledge, NGOs deliverability, human behavior, and preferred mechanism. The dependent variable is the willingness to participate in NRM. Each independent variable measured with other sub variables under on how critically affect the NRM participation as compared to one another.

### **3.4.5 Study Population, Sampling, Sampling Frame and Sample Size**

#### 3.4.5.1 Target population

The target populations used for this study was business organizations register in Addis Chamber under 2019-2022 published directory which are total of 16,167. The target selection follows the objective issue which is national/domestic resource that is very much important to be diversified source for humanitarian projects in Ethiopia. So, to achieve this goal the study examines the business organization representatives to address the investors, wealthy peoples, influencers, business owners, big market industry leaders that can highly affect positively or vice versa to the contribution of resource for humanitarian projects. So, the business organization representative perception towards NRM and humanitarian projects helps to know where to focus, where to do changes and support their potential for the good purpose.

Table 3. 1 List of Business Organizations as per Addis Chamber 2019-2022 directory

<b>Business Directory Catalog</b>		
<b>S/N</b>	<b>Category</b>	<b>Registered Companies</b>
1	Export	1,743
2	Import	7,323
3	Manufacturing	2,046
4	Wholesale and Retail	1,553
5	Business Services and Real Estate	1,180
6	Construction	456
7	Community, Social and Personal	472
8	Transport, Storage and Communication	799
9	Agriculture	108
10	Financial Intermediation and Insurance	55
11	Hotel and Restaurants	218
12	Maintenance and Repair	180
13	Electricity Gas and Water Supply	34
<b>Total</b>		<b>16,167</b>

#### 3.4.5.2 Sampling

Random sampling technique used because such sampling technique avoids researcher bias while collecting data. But at the first phase expertise in the field of resource mobilization included as key informant interview using purposive sampling technique to develop and shape the specific objectives. In addition to key informant interview, representatives of business owners (potential resource partners) encompassed to detailed questions. And, at the second phase business owners and those who participate in NRM interviewed with in the randomly selected population concurrently with questionnaire gathering.

The total number of organizations register in Addis Chamber under 2019-2022 published directory are 16,167. The result calculated as sample population is 390 can represent the total target population.

The online questionnaire issued to sample 390 business sectors using different channels and physical office visit through data collectors.

The online questionnaire shared according to ratio and randomly selected sample list. The respondents (390) represent the total 16,167 business sectors listed under Business Directory. So according to the above calculation the ratio fraction directs to how many business sectors should be addressed from every type of sector and random sample generator online tool picks randomly according to the number in each cluster subgroup to get the total of 390.

### 3.4.5.3 Sampling Frame

The sampling method is a probability sampling because the bases of selection is random from every category. The sampling frame of this study was list of business organizations registered the in Addis Chamber under the 2019-2022 published directory located in Addis Ababa. The sample frame of the study has a total of 16,167 business organizations representatives in all the population had an equal chance to be selected by random sample generator appliance and the selection is purely to be unbiased.

Table 3. 2 Ratio per Category

Sample out of 390	Result(Category/Total Target Population(TTP))	Fraction	Fraction out of 390
390 Ex/TTP		0.107812	.107812/390
390 Im/TTP		0.45296	.45296/390
390 Ma/TTP		0.126554	.126554/390
390 WR/TTP		0.09606	.09606/390
390 BSRE/TTP		0.072988	.072988/390
390 C/TTP		0.028206	0.028206/390
390 CSP/TTP		0.029195	.029195/390
390 TSC/TTP		0.049422	.049422/390
390 A/TTP		0.00668	.00668/390
390 FII/TTP		0.003402	.003402/390
390 HR/TTP		0.013484	.013484/390
390 MR/TTP		0.011134	.011134/390
390 EGWS/TTP		0.002103	.002103/390
		<b>Total Sample</b>	<b>390</b>

### 3.4.5.4 Sampling size

The target population is an important variable that helps to reach into a valid result. The business catalogue with the list of target population is vast (16,167); it needs systematic approach to pick sample which can represent the total target. The list of business sectors naturally grouped according to their business type in the reference catalogue. The cluster sampling applied to include all sectors as per their ratio to pick 390 randomly selected business sectors from the total of target population.

Based on (Yamane, 1967) determining sample size calculation formula; the sample size calculated as

$$n = \frac{N}{1 + Ne^2} = 390$$

N = Population Size  
n = sample size

Table 3. 3 Sample taken from each Business Sectors

No	Name of the Sector	Sub Population	Distributed	Collected
1	Export	1,743	42	41
2	Import	7,323	177	146
3	Manufacturing	2,046	49	49
4	Wholesale and Retail	1,553	37	32
5	Business services and Real Estate	1,180	28	29
6	Construction	456	11	9
7	Community, Social and Personal	472	11	19
8	Transport, Storage and Communication	799	19	17
9	Agriculture	108	3	4
10	Financial Intermediation and Insurance	55	4	5
11	Hotel and Restaurants	218	5	4
12	Maintenance and Repair	180	4	1
13	Electricity Gas and Water Supply	34	1	1
<b>Total</b>		<b>16,167</b>	<b>390</b>	<b>357</b>

### 3.5 Data Quality Assurance (Reliability and Validation Procedures)

#### 3.5.1 Reliability

The reliability test confirms either the questionnaire is consistent or not if it ranges between the reliable scale. To see between multiple measurements of variables that can be analyzed and pass to the next step. The SPSS output Cronbach's Alpha value greater than .71 indicates a good questionnaire to proceed with the target population that shows the measure of reliability.

#### 3.5.2 Validity

Validity focuses on the extent to which a measurement shows what the researcher wants to measure by providing information that is relevant to the question being asked. Either the questionnaire developed trace all the necessary information that the researcher is looking for. So expertise in the field edit, modify and the sample 30 responses helps to reach in to a clear understandable questionnaire. The other point that has been checked in a validity is if the sampling technique applied are free from any bias and confirms either the technique gives equal chance to all the population included in the study or not.

### 3.6 Method of Data Analysis

The collected data analyzed using SPSS for quantitative data and text analysis for qualitative questions. Business organization that are register in the Addis Chamber under 2019-2022 published directory are the focus of this study. The companies' representatives meant to represent the business sectors entitled in Ethiopia and the randomly generated selected companies had an equal chance of representing the business organizations in overall Ethiopia. The analysis result guides which commonly mentioned factors that affect NRM most, which area to focus to increase NRM participation consistently for the benefit of the nationalities within the business organizations circle. The analysis also directs to if any policy improvement needed in the government side for its effectiveness and due on to applicability. The unit of analysis had three parts as per the table below.

Table 3. 4 Unit of Analysis

S/N	Questions	Interpretation
1	Demography	Descriptive analysis

2	Sequential Explanatory Analysis	explain and interpret quantitative statistical data and then qualitative data
3	Liner regression/Multiple Regression	Hypothesis check, Independent versus dependent variable
4	Sample T-Test	Independent variable relationship
5	Research Objectives	Spearman Correlation analysis /Sample T-Test
6	Factors identification	Exploratory Factor Analysis
7	Thematic/Text Analysis	Qualitative, Interviews, open-ended questions

### 3.7 Ethical Consideration

The ethical consideration in research is a set of principles that guide the research design according to the voluntary participation of the respondents. And free from bias, informed consent, confidentiality of information gathered, not to share but to use it to academic purpose. In addition, anonymity, potential for harm and result communication used as a package to be considered at the time of data collection. (Medicine et al., 2005) The sensitivity of the research questions makes most respondents to be reserved to fill the consent form prepared to be gathered at the time of data collection. But the Microsoft online form develops an automatic report that uses as a reference with the consent form signed physically.

## CHAPTER IV: RESULTS AND DISCUSSION

### 4.1 Introduction

Data is an information where we collect, review, and analyze it to reach to some action point and recommendations. To know the business sectors participation in NRM requires gathered information. Data analysis explains the data collected either qualitative or quantitative in a way that the readers can understand the result for input to the next chapter. The collected data give an insight where the study inclines and where to focus on as a future mechanism to reach in to informed decisions. Both useful and irrelevant or redundant information cleared and processed to give a meaningful information.

### 4.2 Questionnaire Response Rate

The response rate is adequate for data analysis and writing if 70% is accomplished according to the book by [\(Babbie et al., 2012\)](#). The distributed amount of questionnaire and the respondent's response rate calculated to 91.5% which is very good to proceed to the analysis with satisfactory data.

Table 4. 1 Response Rate

Total Random Sample	Questionnaire Distributed	Responded	Percentage of Return Rate	Percentage of Non-Response Rate
390	390	357	91.538	8.461

Table 4.1 shows that the business sectors representatives respond to a questionnaire are above 70%; so, the conclusion drawn from the study can represent the large target population and counted as valid.

### 4.2 Findings of the Interview and Empirical on list Factors

In this section only findings from semi-structured interviews are presented from a total of 12 interviewees of the expertise in the field. Data collected from the semi structured interviews at the first phase used to develop objectives because of the three reasons: 1) to find out the factors affecting willingness of participation to NRM 2) to design questions for questionnaires based on the response and 3) test the applicability of the other references about key factors for implementation phase of the NGOs. From Each section of the four section 2-3 input gathered from the expertise interview response. The additional factors gathered from empirical references,

Here are lists of key factors gathered from the interviewees and empirical reference literatures

*Knowledge level of the business sector representatives about NRM*

1. Formal Education
2. Informal Education
3. NGO's orientation
4. Government orientation

*Business sector representatives' perception about NGOs*

5. NGO's impact and deliverability to its effect
6. Trust and interest to work with NGOs
7. NGO's Adequate Community Engagement
8. NGO's Adequate business sectors representatives Engagement

*Behavioral Motivation of the business sector*

9. Seeking Community Recognition
10. Seeking Government Recognition
11. Understanding Mutual Benefit
12. Mental Satisfaction
13. Understanding Nationality Responsibility

*Application/Programs*

14. Improved Information sharing and Innovation
15. Strengthen Business Sector Capacity
16. Government adequate support
17. Digital tool donor care Mechanisms
18. Government Incentive
19. Enhance access and benefit between the donors and resource owners

The 19 suggested factors are expected to affect the willingness participation of business sector representatives to NRM. Literature review proofed as external factors (the environment),

leadership’s knowledge, digital technology, engagement of the community, dependency syndrome of the community, socio cultural responsibility affects willingness of the business sector representatives to participate in NRM. But several journals and reviews incline about the way to manage resources in NGO instead of factors affecting willingness participation of the local community, especially the business owners in NRM. So, the Empirical analysis approach applied in this study because the approach relies on real-world data, metrics, and results rather than theories and concepts (Leeuw & Schmeets, 2016). The study will pick the important factors among the list based on respondents’ feedback on the questionnaire.

### 4.3 Questionnaire Pilot Testing

The research uses questionnaire to collect data from the respondents. The questionnaire piloted to 30 respondents to ensure that the respondents have no issue in answering the questions. Validity and reliability should be tested before the distribution to the total target population issued.

#### 4.3.1 Reliability

The reliability test confirms either the questionnaire is consistent or not if it ranges between the reliable scale. To see between multiple measurements of variables that can be analyzed and pass to the next step. The SPSS output Cronbach’s Alpha value greater than .71 that indicates a good questionnaire to proceed with the target population shows the measure of reliability.

The questionnaire had two parts, the first one is the demographic back ground of the respondents’ addressed by yes and no questions and Likert scale that should checked reliability either it falls in to the .71-.90 scale or not. The second part questions address the objective questions of the research that the reliability test should be done to proceed with issuing the questionnaire to the large population (Taber, 2017, p. 8, Hair et al, 2010).

Table 4. 2 Instrument Reliability

Constructs	No. of items proposed	No. of Items Dropped	No of Items retained	Cronbach's Alpha
Knowledge Management (KM)	6	2	4	0.464
Impact & Deliverability of NGOs (IDN)	4	0	4	0.830
Behavioral Motivation (BM)	5	0	5	0.638
NGO’s Innovation (NI)	2	0	2	0.816
Government and Capacity (GC)	4	0	4	0.728

The average of Cronbach’s Alpha result for the questionnaire of 5 category gives .795 which is good to proceed issuing the questionnaire to the sample respondents (Taber, 2017 pp 1286, Hair et al 2010).

### 4.3.2 Validity

Validity refers to the extent to which the instrument measures and suppose to measure as per the developed questionnaire (Bell et al, 2018). The measure’s validity relies on the definition of the variable which is used by the design to measure.

#### 4.4 Description of Profile of the Respondents

The demographic structure of the respondents consists of age, gender, education level, year of experience in the business sector, sector type, the respondent’s position in the business sector and their monthly expenditure as a business representative. The frequency and percentage of respondents of the business sectors representatives based in Addis Ababa are listed here.

#### 4.4.1 Demographic Characteristics of Respondents

Table 4.3 Demographic Characteristics of Respondents by sex and age. From the total population 251(60.5%) are male respondents and 142(39.8%) are female. This shows the business industry is dominated by male. And the age range in different diverse classification; the entire response revealed that 268(75%) fall from age 25-46.

Table 4. 3 Gender and Age

S/No	Indicator	Category	Frequency	In Percent [%]
	Gender	Male	215	60.2
		Female	142	39.8
<b>Total</b>			<b>357</b>	<b>100.0</b>
3	Age	18-25	20	5.6
		25-35	109	30.5
		35-46	159	44.5
		46 and above	69	19.3
<b>Total</b>			<b>357</b>	<b>100.0</b>

Table 4:4 shows that the **educational background** of the respondents assessed by and 21(5.9%) respondents are at the certificate level, (49)13% are at the diploma level, 152(42.6%) out of 357

respondents are first degree holders, 107(30%) are at the second degree and the rest 28(7.8%) are PhD holders, the respondents (N=357). The response shows as the 259 respondents have first degree and above.

Table 4. 4 Education Level

S/No	Indicator	Category	Frequency	In Percent [%]
4	Education Level	Certificate	21	5.9
		Diploma	49	13.7
		First Degree	152	42.6
		Second Degree	107	30.0
		PHD	28	7.8
<b>Total</b>			<b>357</b>	<b>100.0</b>

The respondents in Table 4.5 **experience**, shows 52(14.6%) of business sectors representatives had less than 3 years of experience, 86(24.1%) of them worked from 3-7years, 146(40.9%) respondents had an experience from 7-10years which shows as most of the respondents from the total population 357 fall in to this range and the rest 73(20.4%) stayed in the business for more than 10 years.

Table 4. 5 Year of Experience

S/No	Indicator	Category	Frequency	In Percent [%]
5	Year of Experience	less than 3 years	52	14.6
		3-7 years	86	24.1
		7-10y years	146	40.9
		10 years and above	73	20.4
<b>Total</b>			<b>357</b>	<b>100.0</b>

Table 4.6 describes about the **position** of the business sector representatives who responded to the questionnaire. The data collectors exert maximum effort to reach in to the business owner to have their thought on NRM; because the owner’s response can represent the business sector’s suspicion. The percentage shows higher in the Business owners which is 33.3% of the total respondent and 21.6% were the Manager/General managers which are also the second highest respondents in the study.

Table 4. 6 Position in the Sector

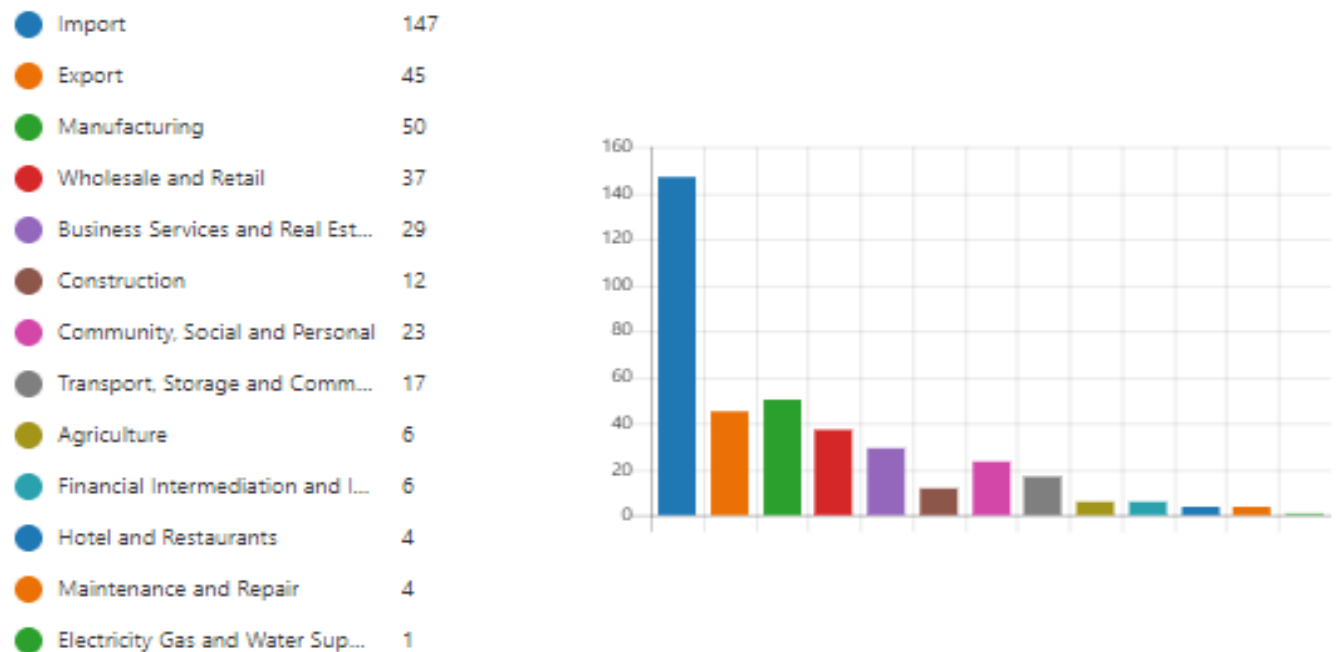
S/No	Indicator	Category	Frequency	In Percent [%]
6	Position in the Sector	Chief Executive Officer	44	12.3
		Director/Operations/Deputy	58	16.2
		Business Owner	119	33.3
		Manager/General Manager	77	21.6
		Representative of the Business Sector/Marketing/Finance	56	15.7
		Other	3	0.8
<b>Total</b>			<b>357</b>	<b>100.0</b>

The **monthly expenditure** in the Table 4.7 of the business sectors representatives in ETB is also very critical for the study to see how the respondents from each category view NRM and to understand their perspective. The frequency shows as most of the respondent are in the 5-10million's category which is 45.4% of the total respondents. The other respondents of higher frequency 27.5% were from the giant resource owners (monthly expenditure greater than 10million).

Table 4. 7 Monthly Expenditure

S/No	Indicator	Category	Frequency	In Percent [%]
7	Monthly Expenditure	< 1 million	39	10.9
		1-5 million	58	16.2
		5-10 million	162	45.4
		> 10 million	98	27.5
<b>Total</b>			<b>357</b>	<b>100.0</b>

Figure 4. 2 shows how all sectors’ representatives included in the business sectors to represented in the sample population. Based on the business directory, there were many representations of import trade than others, so 147 respondents communicated among the total of 357 respondents. The ratio calculation purely applied for the random and groups by business Sectors.



#### 4.4.2 Future perspective on Humanitarian aid projects

The answers direct us to observe as the business sectors had trust on their preference either it's with NRM's practical involvement or to stay dependent on foreign funds. Questions are to examine the business sectors perception on their choice to give their resource for the humanitarian activities. All questions treated independently

1. NGO with Foreign fund
2. Government with NRM
3. Ethnic Associations and Religious institutions
4. NGOs with Foreign and NRM

The answer for all questions specially for NGOs with foreign fund tells us as the dependency on international community is still reflected in the business sectors. Measurement quality confirmed Green by many business sectors it indicates as still dependency on foreign fund is a preferred.

The Interview result shows, from the 17 business organization representatives 13 interviewee prefer to give for Government or locally established nongovernment organizations, than international NGO. The reason stated that the administrative cost of the international aren't audited from their perspective and don't have trust for their management of resources.

#### ❖ NGOs with Foreign Fund

The result states that 152(42.6%) respondents prefer humanitarian projects should be led by NGOs (local or international) with foreign fund in the future too. This express that the dependency on international community still reflected with in the business sectors representatives and owners. 101(28.3%) respond disagreement to the foreign aid, the illustration is an example of there is a possibility to find another way in response to humanitarian projects diversification fund. The rest 104(29.1%) are not sure about who can lead the humanitarian projects in the future.

The Interview result shows, from the 17 business organization representatives only 4 interviewee prefer to give for international NGO, to be worked in aligned with foreign fund. Because they thought international nongovernment organizations are expertise in the project and program management. So they still want the foreign fund to continue to support the humanitarian projects.

#### ❖ Government with NRM

The descriptive statistics states that 288(80.6%) respondents prefer humanitarian projects should be led by Government lead institutions in the future. This express that the dependency on international community is compromised while government controls the lead the business sectors representatives and owners will take the share to support. 22(6.1%) respond disagreement to this. The rest 47(13.2%) are not sure about who can lead the humanitarian projects in the future from the government point of view.

The Interview result shows, from the 17 business organization representatives only 10 interviewee prefer to give for government, to be worked in aligned with local fund only. Because they thought government is trusted in completing different projects that have been done in the last 3-4years. So if the Government lead humanitarian projects with NRM, they believe dependency on the foreign fund will decrease through time.

#### ❖ Ethnic Associations lead humanitarian projects with local fund

The result reveals that 270(75.7%) respondents prefer humanitarian projects should be led by ethnic local associations. This express that the dependency on international community is compromised while locally mobilized resource of different ethnic community takes the share to support. 45(12.6%) respond disagreement to this. The rest 42(11.8%) are not sure about who can lead the humanitarian projects in the future.

The Interview result shows, from the 17 business organization representatives only 5 interviewee prefer to give for Ethnic associations. The other are totally against to ethnic development programs. The reason stated is such kinds of organizations creates division among the community and mixed ethnic nationalities feel as it's against the countries structure that much of the Ethiopian are against..

#### ❖ NGOs with Foreign Fund and NRM

The result reveals that those 295(82.6%) respondents prefer humanitarian projects should be led by diversified funding resource. This express that the dependency on international community is compromised while locally mobilized resource will support the humanitarian projects. 23(6.5%) respond disagreement to this. The rest 39(10.9%) are not sure about the use of NRM to work in collaborative way with foreign funds for humanitarian projects in the future.

The Interview result shows, from the 17 business organization representatives only 16 interviewees want the future humanitarian to be done both through foreign fund and NRM.

## **4.5 Assessing the quality of data**

### **4.5.1 Sample Size**

The researcher adopted Exploratory Factor Analysis (EFA) to have a reduced factors that can be useful to be counted as critical factors. It's because the idea of the study is new and exploring give a concrete conclusion. The sample size affected the accuracy of the statistical result generated from SPSS. Many researchers refer to the cases/parameter ratio, the sample size is at least 100 to 200 and above it's a indicator to conduct EFA. (Dattalo, 2008). According to (Yamane, 1967) formula the calculated

sample size which is 390 exceeds the requirement, so it gives a green light to proceed with data processing through SPSS.

### **4.5.2 Missing Data**

In research studies missing (incomplete) data is a very common counted as a problem. There are many reasons that form the collected data to be incomplete, most of the causes are beyond the researcher's control. The randomly selected business companies are scattered in different geographic location of the Addis Ababa and the respondents might not be able to respond and rechecked by the data collector once communicated because of time limitation. The researcher conduct issuing questionnaire using the online Microsoft forms that helps to avoid missing the data unfilled rather the online form entails to fill the questions before passing to the next question. The researcher omitted 33 cases, because it's able to achieve 91.538% response rate. If 70% response rate produced and accomplished it's possible and adequate for EFA (Babbie et al., 2012).

### **4.5.3 Assessing outliers**

Assessing outliers in a data analysis is mandatory to observe the variables have extreme values. The outliers cause negative effects on the result of the data analysis. The data also might have multicollinearity error and non-normality which lead the result into a negative variance estimate (Ripberger & Davis, 2010). The negative variance estimate can deform an arithmetical result to bring an error as an output. The outlier value extreme different can exist in one univariate variable or exist in two or more variables. The multiple variables extreme result called multivariate (Rousseeuw & Van Zomeren, 1993).

Univariate outliers derived from the frequency distributions of Z-scores. To calculate the probability of a score with in standard normal distribution, if the Z-score is greater than 1.09 it indicates as there is a univariate outlier. There are some outlier cases 9% of the data point in the study.

Table 4. 8 Z-Score for the Independent Variable

<b>Descriptive Statistics</b>			
	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
If NGO's do Strategic approach for NRM are you willing to participate	357	1.09	.286
Zscore: If NGO's do Strategic approach for NRM are you willing to participate	357	.0000000	1.00000000
Valid N (listwise)	357		

#### **4.5.4 Linearity Assumption**

Linearity defined by the function between the dependent variable and the independent (predicator) variables. The liner relationship estimate calculated by standard multiple regression. (Hoffmann & Shafer, 2015) The regression results sometimes appear to be non-linear in social studies, if such result observed the regression analysis will under-estimate the true relationship between variables. Type I(over-estimation) and Type II (under-estimation) errors developed a chance to appear in the non-linearity. The bias on coefficient, tests of statistical significance and standard error appear in the estimation of the regression where linearity violated (Hoffmann & Shafer, 2015). Based on the executed modeling for all the relationships found sufficiently linear to be tested using different structural equations.

#### **4.5.5 Multicollinearity Assumption**

The assumption refers to that the independent variables fail to correlate(uncorrelated) to one another. Multicollinearity in a model occurs when the independent variables correlate at high levels with one another, with near linear combination. If the variables overlap(correlate) the less probability that the result can't be found separate effects of variables. Two variables considered to be perfectly collinear when the correlation coefficients value -1.0 or +1.0 which predicts the variables have less reliable statistical inferences (Frost, 2017). The rule of thumb of collinearity VIF is 3.3 or lower. As the table indicates the VIF results below the thresholder so that indicates as there is no multicollinearity problem on the data gathered.

Table 4. 9 Statistics of Multicollinearity Test for Independent Variables

No	Independent Variable	VIF
Knowledge Related variables		
1	Knowledge through Formal Education	1.003
2	Knowledge through Informal Edu	1.039
3	Knowledge by NonGovtOrg organized seminars/meetings	1.165
4	Knowledge by OrgByGovt organized seminars/meetings	1.152
NGO's related variables		
1	NGO Impact is clear	1.554
2	NGOs Engage Community	2.387
3	NGOs Engage Business Sectors	1.698
4	NGO's work Motivate Business Sectors to participate in NRM	1.943
Behavioral related variables		
1	Business sectors give to be recognized by the community	1.595
2	Business sectors give to be recognized by the Government	1.646
3	Business sectors give is for Mutual Benefit (the business and the beneficiaries)	1.297
4	Business sector give for mental satisfaction and spiritual blessing	1.490
5	Business sectors involve in NRM because it's the responsibility of the nationalities	1.439
IT/Government Related Variables		
1	Information Based Innovative	1.413
2	Strengthen and Built BS capacity to cultivate the good culture	1.565
3	Government control and support to BS	1.646
4	Explore digital tool/donor care	1.980
5	Government's incentives	1.417
6	Enhance Access Benefit Share ideas	1.632

### 4.5.6 Normality Assumption

Normality tests are used to explain about the sample data follow the normal distribution in a well-modeled way to compute. There are two ways to evaluate normal distribution which are skewness and kurtosis. The study uses both to measure the asymmetry of the probability distribution (Skewness) and the flatness of the distribution compared to the normal distribution. Annex B indicates the value of skewness to be positive, negative or zero. If zero is observed it indicates as the distribution is perfectly symmetrical. And the value of Kurtosis is zero for the normal distribution, positive for high Kurtosis and negative 1 for low Kurtosis (Skewness and Kurtosis, 2021)). Both skewness and kurtosis can be analyzed through descriptive statistics. Acceptable values of skewness fall between  $-3$  and  $+3$ , and kurtosis is appropriate from a range of  $-10$  to  $+10$  when utilizing SEM (Brown, 2006). The SPSS output falls at the range of both skewness and kurtosis.

### 4.6 Linearity Interaction Test between the variables

#### 4.6.1 Two Sample T-Test

Based on the descriptive analysis on the demographic characteristics of the respondents, few independent variables tested in two-sample T-Test to check either the demographic characteristics affect response to NRM or not.

The basic assumption when running a two-sample t-test is to compare two independent population after drawing a random sample size  $n=357$ . If the female business sector representative and male business sector representative had equal chance to involve in NRM. The comparison is whether the mean score of female's differs from male business sector representatives or not.

$$H_0: \mu_M = \mu_F \quad \text{vs} \quad H_a: \mu_M \neq \mu_F$$

The output present in the Two sample T-Test states that the Levene's Test for Equality of Variances have been conducted and the p-value is .110 which indicates that the assumption of equality of the two variance is fulfilled. The sample t-test is applicable to check the reality if population variances are not assumed to be equal. The degree of freedom and runs the test, the adjusted result is 37.612. Both the tests have a p-value greater than 0.05 which is the default level of significance for we are

95% confident. As can be seen in the results the means score of Male and Female business sector representative is equal.

#### 4.6.2 Paired Sample T-Test

##### 4.6.2.1 Comparison between independent variables Sample test

The paired sample t-test is applicable if we want to see and compare the mean of paired observations. The comparison is to see the two respondents who had knowledge about NRM through formal education or informal education. Based on the result the mean of the difference is  $H_0$ (Null hypothesis) –  $H_A$ (Alternative Hypothesis), where  $H_0$  difference hypothesized to be zero.  $H_A$  shows the mean of the difference between formal and informal education is not zero which can be negative or positive result. The positive result shows as Formal education had much effect in NRM participation and when the result is negative that predicts the informal education had much effect in the NRM participation. To know the respondent's knowledge about their participation in the resource mobilization tested through paired sample t-test. To check the significance of mean difference of formal and informal education is greater than zero.

The output of Paired sample T-Test demonstrates that the Mean=0.062 is the sample mean of the difference between Knowledge through Formal Education - Knowledge through Informal Education. The standard deviation=1.009 is also the measure of variation obtained from the difference of the two paired variables. The 95% confidence interval shows that the mean of the difference is as low as -0.043 and as high as 0.167 which indicates that the knowledge through formal education has higher value in NRM participation than knowledge through informal education. The P-value is 0.249 which is greater than the default level of significance 0.05. This implies as the hypothesis is rejected because there is a difference on formal and informal educations as a factor to NRM.

The result of mean, 0.062 which is above zero indicates the formal education had higher significant effect in increasing NRM as compared to those who got knowledge through informal education.

#### **4.6.3 Knowledge check questions**

The questions examine the business sectors existing knowledge and exposure to NRM for humanitarian projects in Ethiopia.

The questions are either through Formal or informal education, by NGO's planned training/knowledge creation seminar or by Government owned schedule and business sectors meeting helps to know business sector about NRM.

The business owner’s knowledge about NRM response selected “Yes” of the four questions observed as green or the knowledge already acquired.

	Formal Education	Informal Education	Meeting Organized by NGOs.	Meeting Organized by Govt
Yes	37.50%	49.30%	26.90%	25.80%
No	49.00%	31.70%	35.90%	32.20%
Not sure	13.40%	19%	37.30%	42%

Knowledge is the awareness level that business organizations [representative of the business] exposed to NRM through different methods. To ask the respondents’ either they have information about it or not through different options Forma/Informal Education. Or else through government organized awareness creation programs or Nongovernment organizations empowerment programs. The knowledge gap hinders business sectors representatives for not availing full engagement in the humanitarian projects through their resource.

Correlations			Willing to participate in NRM
Spearman's rho	Knowledge through Formal Education	Correlation Coefficient	0.036
		Sig. (2-tailed)	0.496
	Knowledge through Informal Education	Correlation Coefficient	0.015
		Sig. (2-tailed)	0.785
	Knowledge NGO’s organized meetings	Correlation Coefficient	0.055
		Sig. (2-tailed)	0.299
	Knowledge by Govt organized meetings	Correlation Coefficient	-0.003
		Sig. (2-tailed)	0.949

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

. Correlation is significant at the 0.05 level (2-tailed).

#### 4.6.4 NGO's Impact and Perception

The Business sectors representatives reflect on NGO's effective work and community involvement and their implication towards NRM.

NGOs are an institution who are currently leading the humanitarian assistance widely through foreign allocated budget with less localities resource participation. So, their impact and acceptance in the community is significant to get support and willingness to participate in NRM. The extent to which business sectors feedback and observation to the NGO's work, visibility and their engagement with the community measured. The transparency to the community, and the government by different means considered to be a positive effect on local community engagement. The effect directly affects the business organizations representatives or owners as part of the community. The respondents requested to answer on;

1. The actual Work
2. Community Engagement
3. Approach to Business sectors
4. Good reputation and transparency of the actual work is found mandatory in the study. To measure this variable helps to understand the perception of business sectors either they encouraged to take part or loose craving to approach the NGOs to work together the needy community considering social responsibility.

Table 4. 10 Attitude of Business sectors representatives towards NGO's

Identified Factor Affecting NRM	Mean	Standard Deviation	Rank(overall)	Rank with <u>in the groups</u>
<i>NGO's work</i>				
Impact and deliverability	2.49	1.153	1	1
Adequate Community Engagement	2.31	1.113	3	3
Adequate Business Sectors Engagement	2.36	1.292	2	2
High motivation and Interest	1.98	1.193	7	4

1. Impact and Deliverability [.154\*\*]
2. Business Sectors Engagement [.146\*\*]
3. Community Engagement [.109\*]
4. NGO motivate the business community to work with them [.212\*\*]

The result revealed that respondents give priority for NGO’s work to participate in NRM, hence the impact and deliverability had a high boost for business sectors participation.

#### 4.6.4.1 Linearity Check [NGO’s impact and Business Sectors Willingness to Participate]

The liner regression between the independent and dependent variable traced by multiple regression. The developed null hypothesis states that there is no correlation or relationship between the impact of NGO’s (independent variable) and the willingness of business sectors to involve if NGOs develop a strategic approach to increase willingness participation in NRM (dependent variable).  $H_0: p(\text{correlation coefficient}) = 0$  Vs  $H_A; p \neq 0$  The alternative hypothesis states that there is a correlation between the two variables.

Using the default 0.05 as a level of significant Table 4:14 shows as  $p$ -value is 0.026 which predicts the relationship is positive and significant. So  $H_0$  rejected as per the derived result. And we accept  $H_A$  which states that there is a correlation between the impact of NGO’s and NRM participation.

Table 4. 11 Correlation among Impact of NGO and Business Sectors Willingness

Correlations				
			NGO Impact is clear	If NGO's do Strategic approach for NRM, are you willing to participate
Spearman's rho	NGO Impact is clear	Correlation Coefficient	1	0.026
		Sig. (2-tailed)	.000	0.627
		N	357	357
	If NGO's do Strategic approach for NRM; are you willing to participate?	Correlation Coefficient	0.026	1
		Sig. (2-tailed)	0.627	

#### 4.6.4.2 Linearity Check [NGO’s Community engagement and Business Sectors Willingness]

Table 4. 11 The null hypothesis states that there is no correlation or relationship between the NGO’s engage the community and the willingness of business sectors to involve if NGOs develop a strategic approach to increase NRM.  $H_0: p(\text{correlation coefficient}) = 0$  Vs  $H_A; p \neq 0$ . The alternative hypothesis states that there is a correlation between the two variables.

Using the default 0.05 as a level of significant Table 4:11 shows  $p$ -value is 0.146 which predicts as the relationship is positive and the correlation is significant that should be important to be considered. The more community engagement exists there is a high possibility to get participation in NRM. So  $H_0$  rejected as per the derived result.

Table 4. 12 NGO’s Engagement with the Community and the mechanism to follow NGO in NRM

<b>Correlations</b>				
			If NGO's do Strategic approach for NRM, are you willing to participate	NGOs Engage Community
Spearman's rho	If NGO's do Strategic approach for NRM, are you willing to participate?	Correlation Coefficient	1.000	.146**
		Sig. (2-tailed)		0.006
		N	357	357
	NGOs Engage Community	Correlation Coefficient	.146**	1.000
		Sig. (2-tailed)	0.006	
** . Correlation is significant at the 0.01 level (2-tailed).				

#### 4.6.4.3 Linearity Check [NGO’s Engage the Business sectors and their willingness to Participate]

The null hypothesis states that there is no correlation or relationship between the NGO’s engage the business sectors and the willingness of business sectors to involve if NGOs develop a strategic approach to increase NRM.  $H_0: p(\text{correlation coefficient}) = 0$  Vs  $H_A: p \neq 0$  The alternative hypothesis states that there is a correlation between the two variables.

Using the default 0.05 as a level of significant Table 4:13 shows  $p$ -value is 0.109 which predicts as the relationship is positive and the correlation is significant that should be important to be considered. The business sectors engagement with variable NGO’s strategy approach in NRM work exist there is a high possibility to get participation in NRM. So  $H_0$  rejected as per the derived result.

Table 4. 13 NGO’s Engagement with the Business Sectors and their NGO willingness to participate in NRM

Correlations				
			If NGO's do Strategic approach for NRM, are you willing to participate	NGOs Engage Business Sectors
Spearman's rho	If NGO's do Strategic approach for NRM, are you willing to participate?	Correlation Coefficient	1.000	.109*
		Sig. (2-tailed)		0.039
		N	357	357
	NGOs Engage Business Sectors	Correlation Coefficient	.109*	1.000
		Sig. (2-tailed)	0.039	
		N	357	357
*. Correlation is significant at the 0.05 level (2-tailed).				

#### 4.6.4.4 Linearity Check [NGO’s good reputation and Business Sectors Willingness to Participate]

The Direct Effect of NGO’s good reputation on NRM checked through the null hypothesis states that there is no correlation or relationship between the NGO’s good reputation with the motivation of the business sectors to work to involve if NGOs develop a strategic approach to increase NRM.  $H_0: \rho$  (correlation coefficient) = 0 Vs  $H_A: \rho \neq 0$ ; The alternative hypothesis states that there is a correlation between the two variables.

Using the default 0.05 as a level of significant Table 4:14 shows  $p$ -value is .212 which predicts as the relationship is positive and the correlation is significant that should be important to be considered. If the NGO’s had a good reputation, then it’s possible to work together in partnership with the business sectors. There is a high possibility to get more participation in NRM if the positive reputation persists. So  $H_0$  rejected as per the derived result.

Table 4. 14 The good reputation motivates to work together with NGO's [Correlation]

Correlations				
			If NGO's do Strategic approach for NRM; are you willing to participate?	NGO's work Motivate Business Sectors to participate in NRM
Spearman's rho	If NGO's do Strategic approach for NRM are you willing to participate	Correlation Coefficient	1.000	.212**
		Sig. (2-tailed)		0.000
		N	357	357
	NGO's work Motivate Business Sectors to participate in NRM	Correlation Coefficient	.212**	1.000
		Sig. (2-tailed)	0.000	
		N	357	357

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

#### 4.6.4.5 Some descriptive frequencies in Business Sectors Participation

The business sector willingness if NGO's develop NRM strategic approach that accommodate the business sectors interest which can work and functionally connect with humanitarian projects; the business sectors respond according as the table below.

To measure the business sectors experience either they involve in any resource mobilization or not is a very important aspect to continue in the future as a programmatic plan.

The Table 4:15 shows if NGOs define and develop functional strategy to work with Business sectors 325(91%) of the respondents are willing to participate in NRM. And the report shows as there are respondents' which is 32(9%) who are not willing to participate in working with Nongovernment organizations even though a better strategy developed.

Table 4. 15 Willingness to work with NGOs in future

S/No	Category	Frequency	In Percent [%]
15	Yes	325	91.0
	No	32	9.0
Total		357	100

Based on the above response of the respondent's detail preference where the business sectors incline to participate in NRM also addressed in the questionnaire.

The respondent's preference either in International Nongovernment organizations, Local non-government organizational or Government Institutions presented. And if the respondents had assumed any other location can be described in an open-ended question with label "Other" and qualitatively answered by 11 respondents.

From 100(28%) of the respondents are willing work with the National Resource of their business sector with international NGOs, 152(42.6%) prefer to with Local NGOs than International NGO, and the rest 105(29.4%) prefer the government institution and the open-ended summary of the business sectors government owned resource mobilization willing to give for an institution profound by business sectors themselves, diaspora association and church governed institutions.

Table 4. 16 Preference place to participate in NRM

S/No	Category	Frequency	Percent
16	International NGO	100	28.0
	Local NGO	152	42.6
	Government Institutions	105	29.4
Total		357	100.0

In addition to the quantitative result in the above table; questions about the business owner's perspective in where to give conducted in the interview. The response from randomly selected companies and in the purposive sampling methods the respondents indicates as most of them don't trust to give their resources to NGOs. But they prefer to give it to local NGOs and government institutions. It's because NGO's impact on the community they spent for decades isn't as visible as per the fund they spent as allocated to the community. One of the interviewees illustrates the real history that he knows in his childhood countryside. He observed when NGOs were functioning around the community area programs and now while running his own business detected the gap that the community is still suffering from water and sanitation-related needs. But the NGOs are about to phase out reporting they spent 20 years in the area and they resolve the community issue that has been early on. There was much amount of payment for the daily based on useless training and community activism program sessions that doesn't bring a tremendous change while the very basic

need was not fulfilled. The encounter to get funds from the previous community members and now the owner of the business sectors become challenging because of the past practice of the NGO's work. Such testimonies show the challenges that they have in relation to NGO's real impact on the community isn't visible and the reputation has to be controlled and over checked and open-ended questions address to recheck the respondents' response to the about questions which asks for if you are willing to participate in NRM how often will you be willing to participate? The question also asks if the business sectors have experience on NRM included in this part.

The Table 4.17 illustrate 27% which is the largest from all response says as they are willing to contribute quarterly, the other Monthly and Seasonal had the same percentage 24.4% as listed here.

Table 4. 17 How often to participate in NRM

<b>How often to give</b>		
	Frequency	Percent
Yearly	29	8.1
Quarterly	99	27.7
Monthly	87	24.4
Seasonal	87	24.4
Semiannual	22	6.2
Never	33	9.2
Total	357	100.0

Additionally, while conducting interview with 17 business owners most of them(14) reveals as they are willing to participate in the resource mobilization if there is a transparency in every detailed expense, and if the resource applied to the direct insufficiency issue of the community. Additionally, most of the interviewee see NGO's as their resource management isn't appropriate, so their contribution for the humanitarian projects by being an executive board is their preference. Therefore, the trust to give the resource is highly affiliated to the service provider (NGO's) performance and the visible impact on the community.

#### **4.6.5 Behavioral Motivations**

The principle of care for the business sectors motivational factors towards NRM either it's for mental satisfaction, recognition, and positive relationship with the stakeholders. The relationship and recognition might be from the Government or the community. Whatever the case most donors or

contributors have their own reason when they give. The other reason might be understanding the benefit of humanitarian projects to the community afterwards or it's a responsibility of every nationality without expecting anything. To know what motivates the business sectors to give add value to understand their perception towards NRM and can be taken as most mentioned factor.

The reason why the business sectors motivated to give for humanitarian assistance is considered as a behavioral motivating factor. If the answered motivating factor inclines to external bodies like Government's support, information gap about the advantage of humanitarian assistance or non-Government organizations strategic change, the analysis directs it to do some changes in the mentioned areas.

To identify the common motivating behavioral factors and the percentage of business sectors response directs to understand how to create a platform to motivate the resource owners to participate in NRM for the benefit of the business sector or for the community and vulnerable nationalities.

Attitude of Business sectors towards NGO's. mean and SD result

1. Impact and Deliverability [.154\*\*]
2. Business Sectors Engagement [.146\*\*]
3. Community Engagement [.109\*]
4. NGO motivate to work with them [.212\*\*]

- The respondents give priority for NGO's work to participate in NRM, hence the impact and deliverability had a high boost for business sectors participation.

The questions in this category is to observe the business sector's preference either it's with NRM's practical involvement or to stay dependent on foreign funds. Questions are to examine the business sectors perception on their choice to give their resource for the humanitarian activities. All questions treated independently

1. NGO with Foreign fund
2. Government with NRM
3. Ethnic Associations and Religious institutions
4. NGOs with Foreign and NRM

The answer for all questions specially for NGOs with foreign fund tells us as the dependency on international community still reflected in the business sectors. Measurement quality answered value of mean 2.71 is bigger than others, so this reveals that many businesses sector indicates as still dependency on foreign fund is a preferred way and humanitarian projects in the future.

Table 4. 18 Mean of the four variables

Statistics					
		NGO can be led by foreign fund	Humanitarian has to be led by Government with NRM	Humanitarian has to be led by NRM by Ethnic associations	Humanitarian has to be led by NGO NRM through With Foreign Fund
N	Valid	357	357	357	357
Mean		2.71	1.82	1.97	1.68
Std. Deviation		1.212	.922	1.129	1.005

#### 4.6.6 Innovative Mechanisms

For the most important part; identifying the preference of business sectors to continue sustainable humanitarian projects and to participate fully, by improved information, building capacity, Government’s incentive, new digital tools, governments control on social responsibility, knowledge on benefit sharing needs emphasis above all.

The strategic standard deviation gives the list of result as per the response of the respondents

1. Government’s adequate support - the most important strategic plan that should be done (0.816)
2. Governments encouragement - by availing different incentive (0.799)
3. To strengthen the business sectors capacity by availing financial platforms, working area, raw material (0.6777)
4. Digital tool for virtual donor care frequent updates or implementation (0.679)
5. Enhance access and benefit business sects for their good deeds in participating (0.638)
6. Usage of improved information and innovations to support NRM (0.663)

The strategic approach assistances the NRM to fully supported by many of the business sectors in the future programs to be shaped accordingly. The external factors such as government incentives

helps the business sectors to involve in NRM or to change overall national capacity building developments. The change of doing things, exhaustive work and marketing raise up business sectors participation for sustainable diversified funding. The knowledge about their preference, information flow, every time update and benefit sharing methods bring tremendous change.

The responses of the business help to identify the marketing strategy for the analysis of the preferred approach. The strategic techniques identify the possible strategic mechanisms that elevate the business sectors involvement for sustainable NRM.

#### **4.7 Factor Analysis**

Factor analysis is statistical technique for explaining the relationship between a set of observed and construct variables. Factor analysis can be used to calculate the factor loading that can be employed for evaluating validity of measurement, to confirm and develop theory through investigating the observed variables and it used to produce a smaller group of latent variables instead of dealing with larger set of observed variables.

##### **4.7.1 Major Objective - Exploratory Factor Analysis (EFA)**

EFA aim to get a set of factors which explain the structure of the correlations between number of suggested items which should relate to each other for the purpose of producing an appropriate structure model (Awang, 2012b). The strength of the relationship between each factor and each observe measure help to reduce a data set to a more manageable size.

Two statistical measures help to evaluate the factorability of the data. These are KMO and Bartlett's Test of Sphericity. KMO measure of sampling adequacy is an index used to examine the appropriateness of factor analysis for the study. Generally, it indicates whether the variables can be grouped into a smaller set of underlying factors. KMO value, as calculated by statistical algorithms formula; if the value is greater than 0.6 can be considered as good and acceptable (C A & Kaiser H F, 1977). The result of KMO sampling adequacy calculated is 0.784; which shows the data is suitable appropriate for factor analysis.

The Bartlett's Test of Sphericity test is a test statistic used to examine hypothesis that the variables are uncorrelated to the population in other words, the population correlation matrix is an identity matrix that indicates each variable correlates perfectly with itself but has no relation with other variables. Table 4.19 indicates as significant coefficient value which is 000 telling as the variables doesn't have a correlation with one another that able to continue to complete the remaining steps of factor analysis.

Table 4. 19 KMO and Bartlett's Test of Sphericity

<b>KMO and Bartlett's Test<sup>a</sup></b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	1932.486
	df	171
	Sig.	.000
a. Based on correlations		

#### **4.7.2 Factor Extraction**

Factor extraction focus with finding “the smallest numbers of factors that can best represent the inter-relationship among variables” (Fitzallen, 2014). The commonly known methods are Communality and total variance explained.

#### **4.7.3 Communality**

For any variable there are two components of the variances. This are called common variances which are shared with other variables and the unique variance which is specific to that measure. The communality interested in common variance (Meyers et al., 2006). Low communality value below .5 revels as the variable being omitted. The table Communality indicates as all variables on the data were above 0.5 shows at there is a high communality to affect the other variable (Thompson, 2004).

#### **4.7.4 Total Variance Explained**

The Eigen Value defines the number of factors which explain most variances in the data. The value explains the amount of variance defined by each factor and factor scores which are called loads. Initially the variables were 19. The Table 4.8 explains as there were 19 variables with 19 Eigen values but only five factors describe 63.639% variance. Using the rest 14 variables reduced because some variables which were unrelated to any of the factor or may have low loading. (Chin et al., 2012)

### 4.7.5 Factor Rotation

The factor rotation explains the loading which related to the correlations between each item and its construct. (Bayiley, 2016) The higher the loading value will represent the item has on the factor. If factor loading greater than 0.30 are the minimum requirement that can be considered; the loading of 0.40 are considered more important and loading 0.50 or greater are considered significant (Chin et al., 2012).

As per the table below under the first factor there are seven questions representing the component 1, under the second factor there are four questions which belongs to component 2, under the third factor there are two questions which represent component 3, under the fourth factor there are three questions that represent component 4 and under the fifth factor there are three questions address to represent component 5.

The components factors identified grouped in to 5 are composed of different variables

1. Component 1 [Support to Business Sector as a factor composed of 7 variables]
2. Component2 [NGO's Engagement as a factor composed of 4 variables]
3. Component3 [Recognition as a factor composed of 2 variables]
4. Component4 [Knowledge as a Factor composed of 3 variables]
5. Component5 [Mutual Benefit as a Factor composed of 2 variables]

The Initial Eigen Values value which is greater than 0 considered as components which highly affect the dependent variable.

Figure 4. 2 the Five Initial Eigen Values of components

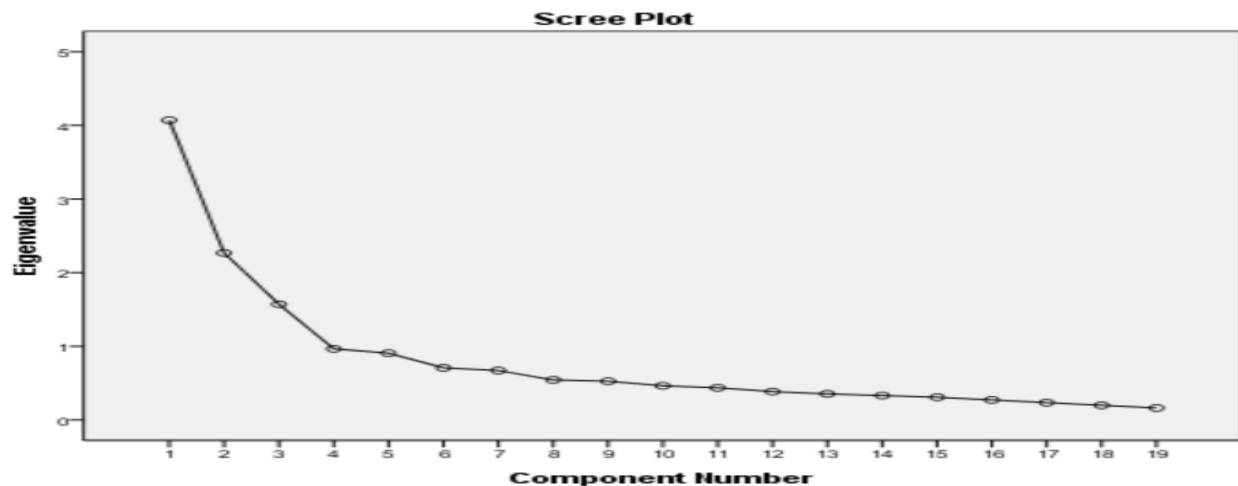


Table 4. 20 Rotated Component Martix<sup>a</sup> Factor Loading

	Component				
	1	2	3	4	5
Explore new digital tools to virtual donor update and care mechanisms for continual funding [SF1]	.748				
Government’s control and support the business sectors to abide their social responsibility by involving in humanitarian projects with planned actions [SF2]	.718				
Strengthen and build business sectors capacity to cultivate the good culture to give by strategic educational mechanisms [SF3]	.701				
Enhance implementation of access & Benefit sharing with the business sectors [SF4]	.666				
Government's support and incentives for business sectors as per their involvement in NRM [SF5]	.598				
Improve information based innovative mechanisms in identifying and share gaps, needs and funding with priority to the business sector [SF6]	.586				
Business sectors involve in NRM because it's the responsibility of the nationalities [SF7]	.478				
NGOs Engage Community [SF8]		.852			
NGOs Engage Business Sectors [SF9]		.821			
NGO's work Motivate Business Sectors to participate in NRM[Sf10]		.810			
NGO Impact is clear [SF11]		.748			
Business sectors give to be recognized by the community [SF12]			.900		
Business sectors give to be recognized by the Government [SF13]			.854		
Knowledge by NonGovtOrg organized meetings [SF14]				.778	
Knowledge by OrgByGovt organized meetings [SF15]				.769	
Knowledge through Informal Education [SF16]				.467	
Business sectors give is for Mutual Benefit (the business and the beneficiaries) [SF17]					.557
Business sector give for mental satisfaction and spiritual blessing [SF18]					.497
Extraction Method: Principal Component Analysis, Rotation Method: Varimax with Kaiser Normalization, A Rotation converged in 6 iterations					

#### 4.7.6 Cutoff Scores [Factor Loading Values]

Cutoff scores are associated to the scales of components extracted in rotated component matrix Table 4:20. One type of scale associated with cutoff scores in raw scores is a continuous score. The characteristics of the list of scales represented by bell-shaped curve with normal distribution. (Mike Allen, 2017). The rule of thumb states as the variable should have a rotated factor loading of at least 0.4. The given score for each suppressing factor loadings less than 0.3 advised to be removed (F. Mycology, 2013). And the scores greater than 0.4 are considered stable (Prochaska et al., 1988) Based on the above references the factor loading value .219 which points to SF19 removed because it's counted as less score and unstable, the other 18 factors with the value greater than .467 considered significant and stable factors.

##### 4.7.6.1 Principal Component Analysis

Based on the above output, the five components grouping with the list of questions that SPSS categorize the 19 dependent variables or Suggested Factors (SF). The grouping of variable done by the principal component is according to the similarity of variable, that the SPSS output and count as one component. The questions in the suggested factor grouped to 5 categories. The study prefers analytical varimax rotation because it's important to clarify the relationship, to ensure certain variable obtained as high as possible and the other variable load as low as possible (Jones, 2017, Bayiley, 2016). The spearman correlation used to know the strength between the factors selected by principal component analysis.

The suggested factors SF1, SF2, SF3, SF4, SF5, SF6 and SF7 have largest value in terms of the first factor so they are assigned to the first factor or Component one named as external supports to the business companies. SF8, SF9, SF10 and SF11 have the largest value in terms of the second factor so assignment goes to component two names as NGO's Engagement. The high loading of SF12 and SF13 had a higher value in terms of the third component, the group named Recognition. The SF14, SF15, SF16 value higher at the fourth component named as Knowledge. The last SF17 and SF18s assigned to the fifth component according to the high value they score over the component and named as mutual benefit. The last SF19 dropped because of less value of the cutoff point which is .219.

### 4.7.7 Data Transformation and Interpretation

Table 4: 1 Correlation between transformed factors and Willingness to participate in NRM, among each factor

Correlations								
			Business Sectors need external support (Technology, capacity Building, Incentives)	Impact, Engagement actual change	Business Sectors want Recognition	Knowledge about NRM	Mutual Benefit (spiritual and other benefit)	
Spearman's rho	Support using Technology, capacity Building, Incentives	Correlation Coefficient	1.000	.175**	.204**	-.013	.226**	
		Sig. (2- tailed)	.	.001	.000	.806	.000	
	Impact, Engagement actual change	Correlation Coefficient	.175**	1.000	.230**	.083	.274**	
		Sig. (2- tailed)	.001	.	.000	.119	.000	
		N	357	357	357	357	357	
	Business Sectors want Recognition	Correlation Coefficient	.204**	.230**	1.000	-.032	.282**	
		Sig. (2- tailed)	.000	.000	.	.543	.000	
		N	357	357	357	357	357	
	Knowledge about NRM	Correlation Coefficient	-.013	.083	-.032	1.000	.053	
		Sig. (2- tailed)	.806	.119	.543	.	.316	
		N	357	357	357	357	357	
	Mutual Benefit (spiritual and other benefit)	Correlation Coefficient	.226**	.274**	.282**	.053	1.000	
		Sig. (2- tailed)	.000	.000	.000	.316	.	
		N	357	357	357	357	357	
	**. Correlation is significant at the 0.01 level (2-tailed).							

#### 4.7.7.1 Rotated Component Matrix (using Spearman's correlation)

Principal component analysis in the study identified a specific set of five components. The result in the Rotated Component Matrix shows group of variables in each component. (Bayiley, 2016)

The first component is composed of seven variables related to external factor that affect NRM. The variables are the use of Technology, digital tools, virtual donor update, government incentives, capacity building of business sectors, to enhance access benefit sharing, and the responsibility of business sector as the most important factor that can accelerate the NRM contribution. The respondents underscore that technology and donor care tools, every detail updates by identifying gaps, implementation of access and benefit enhance NRM. The business sectors also expect the government incentives, without the engagement of the government and technology the achievement of NRM might fail to succeed. The report on European security and markets states the study which is related to how to manage the resources collected to humanitarian projects is highly dependent on Technology (ESMA, 2021, Orucevic. G. 2019).

The second critical factor is known by component two, which is grouped in relation to is the impact and deliverability of NGO's with in the community. The component is collectively the result of four variables. The business sectors are the members of the community so it's clear that the NGO's close engagement of the community, addressing their need, filling the gaps by prioritizing the task breakdown is directly related to business community participation. If the NGOs are not willing to include the community, lack of transparency in their programs, and weak in addressing the communities need makes the NRM impossible to be applied. Because the community trust more those NGO's who have high affiliation with them, who give a job opportunity, supportive to tackle the real need of the community, and transparent with the community. The article also describes that the engagement of NGO's (service provides) in the position between the donor the community should need to have a very good relationship among the stakeholders to gain a participatory environment (Koeche, 2018).

The third important critical factor selected is the motivation behavioral factor that most business sectors want it. The recognition from the community and the government has a very important effect that have been selected an important factor. The business sectors contribute to the trade exchange, in social responsibility participatory programs, and, they respond for any government call to support and to the community development works. The behavioral motivation like recognition had a very positive effect in the practical action of the social norm. The study prevails as a third important critical factor to increase the business sectors participation in NRM is to recognize them for every resource they spent considered as the factor that should be given attention. The empirical reference states that to know the donor's motivational factor to work accordingly to capture their attention and consistent dedication on the resource mobilization is an important factor that this study also select this as a third component (Renn, 2015).

The knowledge about NRM nominated as a fourth critical factor which is composed of three variables closely related to awareness about NRM. If the business sectors have a good understanding, updates about NRM need, the effect of the actual work done before or plan and awareness about NRM, they entitled to participate and engage whenever the request arises. The knowledge gap affects the business sectors not to fully engage in the humanitarian projects through their available resource. Once the importance of NRM shared through different mechanisms such as social medias, text messages, websites, mass broad casts, discussion and dialogue through different channels create awareness. The knowledge can be disseminated and practical monitoring and evaluation for action will also be done through informal or formal education. Once the knowledge community is presented, the participation of business sectors will ease at the time of need (C. Batti, 2014, UN CERF ,2017).

The last and fifth important critical factor selected by the respondents is the Mutual Benefit concept. The benefit considered in both mental satisfaction and actual benefit of the business sector if participation in NRM implemented. Most business sector participate in NRM for humanitarian projects to satisfy their rational pleasure. And in the other hand there are also prospect to think that if the business sector involves in NRM and bring change in the community, the community will benefit from that and at last the equipped community will bring a positive effect to the business.

Table 4. 21 Mean and Standard deviation (SD) result

<i>Knowledge Question</i>	Yes	No	Not sure about it		
Formal Education	37.5	49.0	13.4		
Informal Education	49.3	31.7	19.0		
Organized Meeting by NGO	26.9	35.9	37.3		
Organized Meeting by Govt	25.8	32.2	42.0		
<i>NGO's work</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Impact and deliverability	24.1	27.7	28.6	14.6	5.0
Adequate Community Engagement	28.6	30.8	24.4	13.2	3.1
Adequate Business Sectors Engagement	33.1	27.7	19.0	10.9	9.2
High motivation and Interest	47.9	25.2	12.9	9.0	5.0
<i>Behavioral Motivation Reason to give</i>					
Community Recognition	49.6	25.5	14.0	5.6	5.3
Government Recognition	35.9	41.2	13.2	5.9	3.9
Mutual Benefit	51.5	36.4	10.1	1.1	0.8
Mental Satisfaction	56.9	26.3	14.0	2.5	0.3
Nationality Responsibility	65.3	23.0	10.1	1.1	0.6
<i>Application/Programs</i>					
Improved Information Innovation	76.2	17.1	5.0	1.4	0.3
Strengthen Business Sector Capacity	58.5	33.9	6.2	1.4	0.0
Government adequate support	59.4	26.9	10.9	2.2	0.6
Digital tool virtual donor care	68.6	24.4	5.0	2.0	0.0
Government Incentive	64.7	23.2	9.2	2.2	0.6
Enhance access and benefit	68.9	23.2	7.6	0.3	0.0

According to the Mean and Standard deviation (SD) result the six selected key factors that affects the willingness participation of NRM are

1. Impact and Deliverability
2. Adequate Business Sector Engagement
3. Adequate Community Engagement
4. Organized meeting by Government
5. Organized meeting by NGO's
6. Government Recognitions

Table 4. 22 Identification of Factor Affecting NRM Participation

Identified Factor Affecting NRM	Mean	Standard Deviation	Rank(overall)	Rank with in the groups)
<i>Awareness/Knowledge</i>				
Formal Education	1.76	0.673	9	3
Informal Education	1.70	0.770	10	4
Organized Meeting by NGO	2.10	0.795	5	2
Organized Meeting by Govt	2.16	0.808	4	1
<i>NGO's work</i>				
Impact and deliverability	2.49	1.153	1	1
Adequate Community Engagement	2.31	1.113	3	3
Adequate Business Sectors Engagement	2.36	1.292	2	2
High motivation and Interest	1.98	1.193	7	4
<i>Behavioral Motivation Reason to give</i>				
Community Recognition	1.92	1.156	8	2
Government Recognition	2.01	1.040	6	1
Mutual Benefit	1.63	0.777	11	3
Mental Satisfaction	1.63	0.837	12	4
Nationality Responsibility	1.49	0.767	16	5
<i>Application/Programs</i>				
Improved Information Innovation	1.32	0.663	19	6
Strengthen Business Sector Capacity	1.50	0.677	15	3
Government adequate support	1.58	0.816	13	1
Digital tool virtual donor care	1.40	0.679	17	4
Government Incentive	1.51	0.799	14	2
Enhance access and benefit	1.39	0.638	18	5

There is a slight difference between the value of Mean and principal component factor analysis results in picking the important factors from the available 19 list of items. The result of principal component factor analysis result considered as a set of constructs to determine the critical factors affecting the NRM participation. The PCA evaluate factors with eigenvalues, communalities, sum of squared loadings and total variance explained. In addition to this the estimation method, factor rotation and factor scores for subsequent analyses directs the analysis to reach into the concrete factors that will assure to reason out the finding and factor selections are critically analyzed (UCLA, 2021).

#### 4.8 Empirical and Findings

Table 4. 23 Empirical Findings vs Study Response

<b>Empirical Literatures</b>	<b>What has been said</b>	<b>Studied Year</b>	<b>Study Response</b>	<b>Key Finding</b>
(Scott R., 2015)	<ul style="list-style-type: none"> <li>- Predictable funding for predicable costs</li> <li>-We need to expand the financing pool for protracted crises.</li> </ul>	2015	<ul style="list-style-type: none"> <li>-Impact and deliverability of NGOs on the need and resource</li> <li>-91% of the respondents believe in participation to NRM as a diversified and expanding financial pool</li> </ul>	<ul style="list-style-type: none"> <li>- If the fund spends on the predictable planned activity, the NGO’s acceptability will increase and nationalities and business sectors involve in NRM</li> <li>- Most respondents agree in NRM is future, so expanding pool is a potential future for NGOs.</li> </ul>
(C. Batti, 2014)	External Factors affect resource mobilization	2014	There are internal and external factors	Knowledge gap(internal), Government Incentive, Actual work of NGO, Lack of communication and engagement-oriented approach hinder the participation of NRM
(Trade Commissioner Service, 2021).	humanitarian aid agencies brought an opportunity to Canadian companies as a	2021	Engaging Business Sectors and Communities selected as a second critical	To have good relationship between NGO’s and the community//Business sector had a positive

	supplier of goods and services to prime contractors.		part of the critical factors	impact to their willingness to participate in NRM.
(UN CERF ,2017)	Leadership affect Resource Mobilization	2017	Knowledge of the business owners affect NRM	To build awareness through formal or informal means to the business sectors owners had a positive effect in NRM
(European Security and Markets Authority, 2021)	Improved information to strengthen NRM	2021	Using Digital Technology is very mandatory for successful NRM	Open and transparent information sharing between donors, beneficiary, and NGO (service provider) is significantly affect the sustainability of NRM
(Koeche, 2018)	High impact and collaboration affect NRM	2018	Engagement of Business sectors and community had a high relationship with the increase in NRM Participation	NGO should start engaging the community and to strategically work with them to have diversified funding resource
(Orucevic. G. 2019)	Online Marketing vs fund raising	2019	The more we use online assessment of the customers and reaching them had a positive impact in NRM growth through transparent relationship	Digitalization and Technology as a basic instrument to get works done with a fast and efficient way
(Andreoni & Serra - Garcia, 2019)	If the people feel there is a context of mutual trust and respect between the donor and the humanitarian organization many individuals will stick to their promises.	2019	To understand Mutual benefit within stakeholders, have a positive effect to NRM participation	Business sectors are willing to participate if their benefit with the community is clearly identified and supported by stake holders

(B. Damtew, 2019)	NGO's highly depend on foreign funds which are highly dependent on donor's willingness to give highly affected due to different factors budget cuts, lack of planning, leadership management poor performance	2019	NRM should be a diversified means to support NGO,	Business sectors are willing to participate in NRM once strategic approach developed that will minimize dependency on foreign aid
(Renn, 2015)	to know the donor's motivational factor to work accordingly to capture their attention and consistent dedication on the resource mobilization	2015	Business sectors are willing to give considering social responsibility for the positive behavioral implications	The behavioral motivating factors identified as per the respondents that needs more work to balance and reach the target of incremental NRM participation

## CHAPTER V: CONCLUSION AND RECOMMENDATION

This chapter presents conclusion of the results, recommendations forwarded, research contributions and lastly direction for future research.

### 5.1 Summary of major findings

The aim of the paper was to investigate critical factors that affect NRM willingness participation to NGO's. Based on the empirical findings from the literature, expertise interview and observation there were 19 factors that were assumed to affect NRM for humanitarian projects. However, the principal component of factor analysis identified a specific set of five constructs(factors) that determine the critical factors that highly affect the NRM participation. Based on the total variance explained result of Eigen value, the above five constructs(factors) have a value of ~1.0 and above which can be considered as critical factor from the other components.

Critical factors based on loading 0.50 or greater. % of variance  $\leq$  50%

1. Component 1 [Support to Business Sectors Business company request [Digital/Incentive external influences] 26.486
2. Component2 [NGO's Engagement] 14.755
3. Component3 [Recognition, Behavioral Motivations] 10.225
4. Component4 [Knowledge] 6.282
5. Component5 [Mutual Benefit] 5.891

### 5.2 Conclusion

This research achieves the following list of conclusions.

- ❖ To explore new digital tools, update and donor care mechanisms for continual funding have been identified as the most important factor. The respondents underscore that if a technology and donor care tools applied and every detail updates communicated to the business sectors and inclusive identifying gaps, implementation of access and benefit analysis enhance NRM.

- ❖ The deliverability of NGO had an impact on the motivation of the business sector's positive response to take part in humanitarian assistance. The engagement of the NGOs with the community had a positive effect in the participations of business sectors that encourage them to work with NGO's.
- ❖ Informal education had higher critical effect in increasing NRM as compared to those who got knowledge through formal education.
- ❖ To recognize business sector representatives on their participation had a positive effect on future NRM.
- ❖ The more community engagement with NGOs different activities; there is a high possibility to get participation in NRM. The relationship is positive and the correlation is critical that should be important to be considered.
- ❖ The digital platforms, donor care virtual reporting, identification of gaps and prioritization increase, NRM Business sectors engagement will significantly increase, this implies as there a high possibility to get participation in NRM.
- ❖ If NGOs had a good reputation with in the community, the possibility of gaining NRM participation will respond positive.
- ❖ Business sectors representatives participate in NRM for two general purposes. The first one is for the mental satisfaction and the other is understanding the actual benefit of the business sector if participation in NRM implemented.
- ❖ The Interview result of both the expertise in the field(12) and the business organization owners(17) states that if the government brought the idea with the big campaign, about NRM the participation will increase instantly. The reason mentioned is government become a successful in completing Gerd at this time. To the humanitarian organizations should depend on the government resource than staying connected with international community funds.

### **5.3 Recommendation**

- ❖ Even though NRM is the responsibility of every nationality such as local leader, influential peoples, community, institution, government sectors, individuals, professionals and volunteers, the study focuses on business sectors who can be a front liner. So further study on other potential donors can be done in the future.

- ❖ As a matter of fact, most NGOs are highly dependent on foreign funds and they are budget-driven, which had a flexible nature affected by different reasons. On contrary, the practice of depending on foreign funds annihilates the good culture of the nationalities to give to the needy and highly affect the participation of the community. NRM have been found as a very good tool to practice the good culture of the nationalities.
- ❖ As observed most NGOs don't do or involve the community and nationalities for any resource mobilization. This creates the dependency on the foreign fund to persist within the community, to ask for support than giving and sharing to others according to their dimensions. To avoid and continue the good culture to give there are approaches and recommendations as per the result analyzed.
- ❖ There is willingness in the community (especially in the business sectors who are part of the community) to participate in NRM but dependency syndrome developed because of the trend of NGOs. So, there must be a governing authoritative body like CSO that should urge the NGOs to engage the community in their strategic programs so that the participation of the nationalities will grow through time.
- ❖ The NGO's work should be from the information based on priority, urgency, and need of the community. If the basic need of the community is not addressed, the business owners who came from the community might not be willing to support through the resources. So, deliverability of the NGOs should be directive, prioritizing the most important and actual sustainable work. That creates trust among the nationalities to work closely with NGOs for the needy people of own citizen.
- ❖ Ministry of Education is a very important institution that the generation shaped for the benefit of the country in general. Formal Education was found very important for NRM's knowledge from the analyzed data. So, education should gives directions that students got early on information about the good use of their skill in the future. So NRM teaching must reach most of the population through formal education curriculum at the grass-roots level. It shapes the students so that the generation will grow and incline to give for the needy.

- ❖ The Interview result shows, as the whole nationalities in all over the world scattered through different reasons can bring a change in humanitarian projects if there is a platform that brings all nationalities to work for their own vulnerable citizens. So local NGO's should work closely to make it real with government stakeholders in this regard.
- ❖ NGOs should work closely with the business sectors representatives because they are a potential giver to the mobilization. The most important thing here is to involve them to input their thought when the strategical approach plan is developed for fundraising and resource mobilization activities.

These six points are preferred as a very useful input for the future strategy approach

- To identify and share gaps, needs, and the amount of funds needed with priority
- To strengthen and build business sectors capacity to cultivate the good culture to give by strategic educational mechanisms
- To let governments control and support the business sectors to abide by their social responsibility by involving in humanitarian projects with planned actions
- To explore new digital tools to virtual donor update and care mechanisms for continual funding
- Government's encouragement and recognition with incentives for business sectors as per their involvement in NRM
- Enhance implementation of access & benefit sharing with the business sectors

To be more programmatic by addressing the most important need in fighting poverty through business sectors partnership found to be a very important aspect that needs to be further studied in the future.

#### 5.4 Research Contributions

- ❖ The aim of the paper was to analyze and find the critical constructs(factors) that affect NRM in Ethiopia. In addition, identifying the strategic mechanism that should be followed to achieve the proclamation of the Federal Negarit Gazette No:33 of 7th March; 2019 page 11042-11043, which refers to income-generating activities like local sponsorship and local fundraising to humanitarian activities are a potential area of interest in our country now.
- ❖ The study identified five critical factors that affect the NRM
- ❖ The study can be used as a reference to further study in the future to increase NRM public participation.
- ❖ Give highlight and input to Ministry of Education, Government institutions who approve national wide policy, CSO proclamation, NGOs to work on NRM as a diversified fund means.

#### 5.5 Future Research

- ❖ The study data collection done on the business organizations representatives registered in Addis Chamber under 2019-2022 published directory, but other business companies not registered in the catalogue, government sectors, individuals, religious organizations, associations can be included in further study.
- ❖ In this research the available factors studied in the books, journals, international articles have been assed, but more in-depth study can be done and additional other factors might be explored in the future.
- ❖ The study covers NGO's who involve in humanitarian activities that have a direct connection with the CSO to work with in the policy and procedure of the country. If CSO is stronger and legislate, the work and deliverability of the humanitarian organizations will bring a tremendous change. Further study is important with close work to CSO to increase voice of CSOs (representing constituencies and citizens) in policy dialogue, enhance role of CSOs in monitoring policy implementation and to strengthen overall capacity of CSOs.
- ❖ Other researchers may explore the role of ACSO's as a
  - Regulatory government agency given its influence,
  - Profound authority to monitor and control NGO's work

- Strong monitoring mandate to help engage the community in NRM
- ❖ This study is limited to humanitarian NGO's so future studies could include other CSO's for they need resource at any term

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## Questionnaire

Faculty of Business & Economics

### **Factors Affecting National Resource Mobilization in the Business Sectors for Humanitarian Non-Government Organizations in Ethiopia**

Dear Participants;

Thank you for your valuable time to answer the questions to get firsthand information about what Factors are causes for less National Resource Mobilization [NRM] for Humanitarian projects in NGO's. NRM in this study represents the process of facilitating national resource collection for the cause of sustainable Humanitarian projects. The response applied to inform the government for any policy reference, NGOs, to add up the knowledge area and to be shared in international and national journals for related application schemes. The response is fully for academic purpose so the responses respected and kept confidential.

For further inquiry

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## **Section 1**

### I. Demography

1. Gender

- Male
- Female

2. Age

- 18-25
- 26-35
- 36-45
- 46-above

3. What is the level of Education that you attained?

- Certificate
- Diploma
- First Degree
- Second Degree
- PHD and Above

4. Specify Sector (more related to your business)

- Import

- Export
- Manufacturing
- Wholesale and Retail
- Business Services and Real Estate
- Construction
- Community, Social and Personal
- Transport, Storage and Communication
- Agriculture
- Financial Intermediation and Insurance
- Hotel and Restaurants
- Maintenance and Repair
- Electricity Gas and Water Supply

5. How long have you been working in the sector?

- Less than 3 years
- 3-7 years
- 7-10 years
- 10 years and above

6. Your Position

- Chief Executive Officer
- Director/Operations/Deputy
- Business Owner
- Manager/General Manager
- Representative of the business sector/Marketing/Finance
- Other

7. Sources of Income

- Business
- Salary
- Piece of Work [Commission]
- Other

8. What is the average monthly expenditure/expense of the business sector in ETB?

- < 1 million
- 1-5 million
- 5-10 million
- > 10 million

9. Name of the Business Sector/Known Name



## Section 2

### II. Existing Awareness

This section is to assess the understanding of National Resource Mobilization in the business sectors for sustainable diversified source of fund in relation to humanitarian projects.

10. Formal education - awareness about National Resource Mobilization through [online trainings, short courses, formal orientations, or skill buildup]

- Yes
- No
- Not Sure about it

11. Informal education - awareness about National Resource Mobilization through (Religious teachings, informal gatherings, business forums; investment forums, cultural teachings, etc.)

- Yes
- No
- Not sure about it

12. Forums/orientations organized by Nongovernment organizations - any opportunity to know about National Resource mobilization in the past.

- Yes
- No
- Not Sure about it

13. Forums/orientations organized by Government initiative institutions - any opportunity to know about National Resource mobilization through in the past.

- Yes
- No
- Not sure

14. Please answer short and precise response on what you think will help to have a good understanding about National Resource Mobilization for business sectors.

## Section 3

### III. The Impact of NGO's.

15. This section addresses questions to know the Impact of NGO's and their resource utilization for the direct humanitarian project's effect on the National Resource Mobilization.

	SA	A	N	D	SD
The impact and deliverability of NGOs on humanitarian activities is clearly visible.					
NGO's effect on the community engagement is satisfactory.					
NGO approach business sectors as stakeholders to engage them as diversified funding resource.					
The NGO's good reputation, strong local accountability and transparency motivates business sectors to involve in national resource mobilization as another means of funding.					

16. If NGO's develop National Resource mobilization strategic which approach functionally connect business sectors with humanitarian projects would you be willing to participate?

- Yes, I will be willing to participate
- No, I will not be willing to participate

17. If yes, to question 16 above, where do you prefer to give?

- To International Non-Government Organizations
- To Local Non-Government Organizations
- To Government's Institutions
- Other

18. If you choose other for Question # 17 please mention where you want to give resources

19. Do you ever participate in any resource mobilization activity? and how often?

- Yearly
- Quarterly
- Monthly
- Seasonal
- Semi annual
- Never

## Section 4

### IV. Behavioral Motivating Factors

20. This section addresses what behavioral Motivating Factors makes the business sectors to involve in National Resource Mobilization.

	SA	A	N	D	SD
Seeking to be recognized by the community.					
Seeking for Government's recognition/benefit in future relationship.					
Understanding the business sector's advantage if humanitarian activity strengthens the community [Mutual benefit]					
The NGO's good reputation, strong local accountability and transparency motivates business sectors to involve in national resource mobilization as another means of funding.					
Seeking to receive spiritual blessings and to get mental satisfaction					
As a business sector who works with in the society to assist own nationalities is the responsibility of every citizen and business entities. [without expecting anything]					

21. Please write if there are any other motivating factors that makes business organization to involve in National resource mobilization.

### Section 5

V. Who Can lead?

22. In this section we examine the business sectors perception on who can manage Humanitarian projects in the future.

	SA	A	N	D	SD
The Non-Government Organization's [local or international] through foreign funds.					
The Government with broader circle by institutions, different corporates, and links by nationally mobilized resource					
The ethnic associations and religious institutions by Nationally mobilized resources					
The Non-Government Organizations with diversified local resources to minimize dependency on foreign aid funds.					

23. Please mention if there is any other entity or institution that can manage National Resource Mobilization in business sectors.

24. In your opinion what National Resource Mobilization marketing strategy practice listed under will increase more business sectors involvement with in NGO's platform?

	SA	A	N	D	SD
Improve information based innovative mechanisms in identifying and share gaps, needs and funding with priority to the business sectors					
Strengthen and build business sectors capacity to cultivate the good culture to give by strategic educational mechanisms					
Government's control and support the business sectors to abide their social responsibility by involving in humanitarian projects with planned actions					
Explore new digital tools to virtual donor update and care mechanisms for continual funding					
Government's support and incentives for business sectors as per their involvement in National Resource Mobilization					

Enhance implementation of access & Benefit sharing with the business sectors					
--	--	--	--	--	--

25. From the above listed marketing strategy which one do you think would work best in Ethiopia and any other suggestion if you have? (1,2,3,4,5,6)

--

26. It's known that most nationalities, business organizations had their own scarcity in self-sufficiency but the study wants to challenge as it's possible to do National Resource Mobilization (NRM) beside all the shortages and commitments. What is your opinion?

- Yes, it's possible to involve in NRM
- No, it's not possible involve in NRM

27. If your answer is Yes, please specify amount of financial or non-financial resource that your business organization can give in a **year** in terms of Ethiopian **Birr [ETB]**?

--

28. How likely are you to recommend the topic to a friend or colleague?

1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Not at all likely

Extremely likely

## Interview Guide

Thank you for your valuable time to answer the questions to get firsthand information about what Factors are causes for less National Resource Mobilization for Humanitarian projects in NGO's. The response applied to advise the government policy if any suggestion analyzed and to be shared in journals for related resource mobilization and any related schemes. The response is fully for academic purpose so the responses respected and kept confidential.

## Interview Rules

#Cell phone usage: To be turned off or silent until the interview conduction ends

#Off recording: - As per the will of the interviewee

#Off specific organization(willingness)

#Willingness [if the respondents are not willing; this field will left empty] considered to any representative of the business sector

1. Name -----

2. Organization: -----

3. Position: -----

4. Number of Years in the business: -----

5. What do you know about humanitarian organizations and NGOs?

6. Please describe if you have any exposure with National Resource Mobilization before?

Yes or No

7. It's known that most nationalities, business organizations had their own scarcity in self-sufficiency but the study wants to challenge as it's possible to do National Resource Mobilization beside all the shortages and commitments. What is your opinion?

8. If so, how? Like GERD most of the nationalities involve, what about humanitarian projects?

a. Just came to your table

b. The NGO's communicated you

c. Government's request for support

Comment -----

9. What do you think in the future?

Comment: \_\_\_\_\_

## APPENDIX1 TABLES REFERENCE

### Suggested Factors Relationship

#### Exploratory Factor Analysis (Using SPSS)

<b>Correlations</b>												
S/N	Suggested Factors	SF1	SF2	SF3	SF4	SF5	SF6	SF7	SF8	SF9	SF10	SF11
1	NRMKnowledge(SF1)	1.000	-.105*	-0.004	.118*	-0.055	0.021	-.140**	0.096	-0.011	-0.021	-.123*
2	Monthly Expense for the indirect assessment of Business Sector Capacity (SF2)	-.105*	1.000	.143**	0.032	-0.043	-.124*	0.005	0.069	-0.088	-0.095	-0.024
3	How long did you stay in the Business? (SF3)	-0.004	.143**	1.000	0.071	0.006	.115*	-0.021	0.023	0.011	0.032	0.001
4	Education Level (SF4)	.118*	0.032	0.071	1.000	0.044	0.011	0.085	-0.028	-0.010	0.024	0.000
5	Government's support and incentives for business sectors as per their involvement in NRM (SF5)	-0.055	-0.043	0.006	0.044	1.000	.378**	0.049	-.181**	.553**	.266**	.222**
6	Improve information based innovative mechanisms in identifying and share gaps, needs and funding with priority to the business sectors (SF6)	0.021	-.124*	.115*	0.011	.378**	1.000	0.016	-.244**	.422**	.309**	.262**
7	NGO Impact is clear (SF7)	-.140**	0.005	-0.021	0.085	0.049	0.016	1.000	-.425**	0.094	-0.037	-0.038
8	Community and Business Sectors Engagement with NGO's(SF8)	0.096	0.069	0.023	-0.028	-.181**	-.244**	-.425**	1.000	-.160**	-.196**	-.186**
9	Enhance implementation of access & Benefit sharing with the business sectors (SF9)	-0.011	-0.088	0.011	-0.010	.553**	.422**	0.094	-.160**	1.000	.277**	.294**
10	Business sectors involve in NRM because it's the responsibility of the nationalities (SF10)	-0.021	-0.095	0.032	0.024	.266**	.309**	-0.037	-.196**	.277**	1.000	.526**
11	Business sector give for mental satisfaction and spiritual blessing (SF11)	-.123*	-0.024	0.001	0.000	.222**	.262**	-0.038	-.186**	.294**	.526**	1.000

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
Business sectors acquire Knowledge about NRM through Formal Education	357	1.76	.673
Business sectors acquire Knowledge about NRM through Informal Education	357	1.70	.770
Business sectors acquire Knowledge about NRM through NGOs organized Meetings	357	2.10	.795
Business Sectors acquire knowledge about NRM by Government organized meetings	357	2.16	.808
NGO's impact is clear	357	2.49	1.153
NGOs engage the community	357	2.31	1.113
NGOs engage the business sectors	357	2.36	1.292
NGO's work and transparency makes business sectors to participate in NRM	357	1.98	1.193
If NGO's do Strategic approach for NRM, are you willing to participate	357	1.09	.286
Where do you prefer to participate in NRM	357	2.01	.759
How often can you participate in NRM	357	3.20	1.374
Business sectors give to be recognized by the community	357	1.92	1.156
Business sectors give to be recognized by the Government	357	2.01	1.040
Business sectors give is for Mutual Benefit (the business and the beneficiaries)	357	1.63	.777
Business sector give for mental satisfaction and spiritual blessing	357	1.63	.837
Business sectors involve in NRM because it's the responsibility of the nationalities	357	1.49	.767
NGO can be led by foreign fund	357	2.71	1.212
Humanitarian must be led by Government with NRM	357	1.82	.922
Humanitarian must be led by NRM by Ethnic associations	357	1.97	1.129
Humanitarian must be led by NGO NRM through Foreign Fund	357	1.68	1.005
Improve information based innovative mechanisms in identifying and share gaps, needs and funding with priority to the business sector	357	1.32	.663
Strengthen and build business sectors capacity to cultivate the good culture to give by strategic educational mechanisms	357	1.50	.677
Government's control and support the business sectors to abide their social responsibility by involving in humanitarian projects with planned actions	357	1.58	.816
Explore new digital tools to virtual donor update and care mechanisms for continual funding	357	1.40	.679
Government's support and incentives for business sectors as per their involvement in NRM	357	1.51	.799
Enhance implementation of access & Benefit sharing with the business sectors	357	1.39	.638
NRM is possible of all the challenges as a nation	357	1.08	.274
Valid N (listwise)	357		

## Two Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Gender	Equal variances assumed	2.562	0.110	0.653	355	0.514	0.059	0.091	-0.119	0.238
	Equal variances not assumed			0.662	37.612	0.512	0.059	0.090	-0.122	0.241

## Paired sample Test [Formal Education-Informal Education]

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Knowledge through Formal Education - Knowledge through Informal Education	0.062	1.009	0.053	-0.043	0.167	1.154	356	0.249

## Communalities

<b>Communalities</b>		
	<b>Initial</b>	<b>Extraction</b>
Business sectors acquire Knowledge about NRM through Formal Education	1.000	.113
Business sectors acquire Knowledge about NRM through Informal Education	1.000	.254
Business sectors acquire Knowledge about NRM through NGOs organized Meetings	1.000	.622
Business Sectors acquire knowledge about NRM by Government organized meetings	1.000	.618
NGO's impact is clear	1.000	.810
NGOs engage the community	1.000	.751
NGOs engage the business sectors	1.000	.868
NGO's work and transparency makes business sectors to participate in NRM	1.000	.705
Business sectors give to be recognized by the community	1.000	.852
Business sectors give to be recognized by the Government	1.000	.756
Business sectors give is for Mutual Benefit (the business and the beneficiaries)	1.000	.460
Business sector give for mental satisfaction and spiritual blessing	1.000	.461
Business sectors involve in NRM because it's the responsibility of the nationalities	1.000	.478
Improve information based innovative mechanisms in identifying and share gaps, needs and funding with priority to the business sector	1.000	.406
Strengthen and build business sectors capacity to cultivate the good culture to give by strategic educational mechanisms	1.000	.501
Government's control and support the business sectors to abide their social responsibility by involving in humanitarian projects with planned actions	1.000	.529
Explore new digital tools to virtual donor update and care mechanisms for continual funding	1.000	.594
Government's support and incentives for business sectors as per their involvement in NRM	1.000	.407
Enhance implementation of access & Benefit sharing with the business sectors	1.000	.474

## Skewness and Kurtosis

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Business sectors acquire Knowledge about NRM through Formal Education	.329	.129	-.814	.257
Business sectors acquire Knowledge about NRM through Informal Education	.579	.129	-1.093	.257
Business sectors acquire Knowledge about NRM through NGOs organized Meetings	-.188	.129	-1.395	.257
Business Sectors acquire knowledge about NRM by Government organized meetings	-.304	.129	-1.406	.257
NGO's impact is clear	.341	.129	-.724	.257
NGOs engage the community	.476	.129	-.647	.257
NGOs engage the business sectors	.660	.129	-.653	.257
NGO's work and transparency makes business sectors to participate in NRM	1.076	.129	.126	.257
Business sectors acquire Knowledge about NRM through Formal Education	2.885	.129	6.360	.257
Where do you prefer to participate in NRM	-.023	.129	-1.258	.257
How often can you participate in NRM	.444	.129	-.483	.257
Business sectors give to be recognized by the community	1.219	.129	.641	.257
Business sectors give to be recognized by the Government	1.144	.129	.955	.257
Business sectors give is for Mutual Benefit (the business and the beneficiaries)	1.320	.129	2.215	.257
Business sector give for mental satisfaction and spiritual blessing	1.160	.129	.604	.257
Business sectors involve in NRM because it's the responsibility of the nationalities	1.623	.129	2.527	.257
NGO can be led by foreign fund	.074	.129	-.986	.257
Humanitarian has to be led by Government with NRM	1.099	.129	.843	.257
Humanitarian has to be led by NRM by Ethnic associations	1.115	.129	.414	.257
Humanitarian has to be led by NGO NRM through Foreign Fund	1.609	.129	2.145	.257

Improve information based innovative mechanisms in identifying and share gaps, needs and funding with priority to the business sector	2.324	.129	5.804	.257
Strengthen and build business sectors capacity to cultivate the good culture to give by strategic educational mechanisms	1.267	.129	1.389	.257
Government's control and support the business sectors to abide their social responsibility by involving in humanitarian projects with planned actions	1.418	.129	1.718	.257
Explore new digital tools to virtual donor update and care mechanisms for continual funding	1.792	.129	3.075	.257
Government's support and incentives for business sectors as per their involvement in NRM	1.655	.129	2.520	.257
Enhance implementation of access & Benefit sharing with the business sectors	1.452	.129	1.168	.257
NRM is possible of all the challenges as a nation	3.079	.129	7.520	.257

## Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.071	26.486	26.486	4.071	26.486	26.486
2	2.268	14.755	41.241	2.268	14.755	41.241
3	1.572	10.225	51.466	1.572	10.225	51.466
4	0.966	6.282	57.748	0.966	6.282	57.748
5	0.905	5.891	63.639	0.905	5.891	63.639
6	0.708	4.606	68.245			
7	0.670	4.359	72.605			
8	0.542	3.528	76.133			
9	0.525	3.418	79.551			
10	0.463	3.014	82.564			
11	0.437	2.841	85.406			
12	0.384	2.501	87.907			
13	0.354	2.302	90.209			
14	0.332	2.157	92.366			
15	0.308	2.001	94.367			
16	0.271	1.763	96.130			
17	0.234	1.522	97.652			
18	0.198	1.290	98.943			
19	0.163	1.057	100.000			