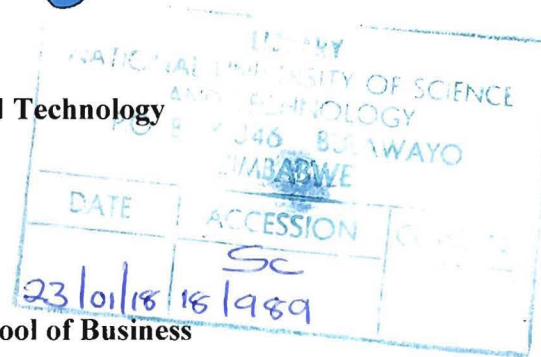




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**An analysis of the internal organisational factors affecting fundraising success in local NGOs operating in Tsholotsho district.**

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## ABSTRACT

The study sought to analyse the internal organisational factors affecting fundraising success in local NGOs operating in Tsholotsho district. These factors included: organisational structure, strategy, governance, leadership, resource base and organisational culture. The study applied the survey strategy in data collection. The target population consisted of the board members and staff drawn from six of the ten NGOs operating in Tsholotsho district. The study sample comprised 12 board members, 6 management staff, 12 fundraising personnel and 24 general employees of NGOs. The primary data for the study was gathered using the questionnaires and complemented by desk research. Qualitative data was analysed using content analysis, while data of a quantitative nature was analysed using SPSS version 21. The study established that that organisations had limited funding sources, the existing funding was unreliable and inadequate to meet organisational needs. The existing organisational strategy and structure were not conducive for fundraising success. On another note, the study found out that NGOs did not comply with governance ethics, though they had fairly technically competent fundraising leadership. On resource base for the fundraising function, the study established that organisations were fairly resourced, both in terms of personnel and material. There was a positive correlation between resource base for fundraising and fundraising success. However, the level of motivation of the fundraising staff was low, meaning a counter-veiling effect on fundraising success. Finally, the study established that the prevailing organisational culture was not conducive to creativity and innovation. The study made several recommendations. There was need for local NGOs to adopt an organisational structure and strategy that supported the fundraising function. The fundraising department was supposed to exist as a separate and fully supported by other departments and was supposed to be adequately staffed. NGOs were supposed to adopt and abide by corporate governance ethics as these created favourable circumstances for the execution of the functions of NGO management. Finally, NGOs needed a culture that catalysed creativity, growth and innovation, as this inspired fundraising.

The Key words are: fundraising, organisation, strategy, culture, structure, resource base, governance and leadership