

**EFFECTS OF CAUSE RELATED MARKETING IN FUND RAISING AMONG
NGOS IN KENYA: A CASE STUDY OF AFRICAN MEDICAL & RESEARCH
FOUNDATION (AMREF)**

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ABSTRACT

In Kenya CRM has not been fully implemented as an optional marketing strategy. However, short term promotional programmes are rolled out, (Ayopo, et al., 2010). AMREF is an international African organization with its headquarters in Nairobi, Kenya. The vision for AMREF is to promote lasting health change in Africa. According to Sharpe (1999), donors typically give because they relate to an organization's mission and the people who accomplish that mission. The work of NGOs which contribute a significant percentage of the civil services in Kenya is critical to meeting the development needs of the country. However, the ever increasing number of NGO and other charity organizations has intensified competition for funds from the developed world donors. The study sought to establish the effects of cause related marketing in fund raising among NGOs in Kenya with special reference African Medical & Research Foundation (AMREF). To answer the research questions of this study, the case study research design was applied. Case studies are conducted in case of descriptive research studies. This study established that cause related marketing is a fundamental strategy applied by AMREF in its fundraising to finance its different activities. The study further showed that majority of departments in the organization applied cause related marketing and this was indicated by a 82% response level. It was also established that the organization required a lot of money to finance its projects. The study showed evidence that there is a positive relationship between the level of funding of AMREF and Awareness, image, networks and partners. However the extent to which these variables affect the level of funding vary.

Keywords: *Cause related Marketing, Fundraising and NGOs*

Introduction

Global Perspective

Cause-related marketing (CRM) is an increasingly common form of promotion. Expenditures on this form of communicating with customers are expected to surpass \$828 million in North America in 2002 (IEG, 2011). As defined here, CRM involves the contribution to a cause by a firm which is “linked to customers’ engaging in revenue- producing transactions with the firm” (Varandarajan and Menon, 2008, p. 60) CRM has recently received considerable attention in the literature. Drumwright (1996), for example, explored the process organizations go through in the determination of how and when to use advertising with a social dimension. Webb and Mohr (1998) found that most of their sample were aware of CRM and could provide two examples, and that nearly one third said that CRM had some impact on their purchases. More recent work has developed scales to measure individual differences in attitudes toward charitable organizations and attitudes toward helping others (Webb et al., 2000).

Adkins (2004) defines Cause Related Marketing as “a commercial activity by which a businesses with a product, service or image to market builds a relationship with a cause or a number of causes for mutual benefit” (p. 11). In other words, Cause- Related marketing is seen as a tool that provides commercial advantage for both parties, and applies equally to a cause and to business. Moreover, it is all about win:win:win scenario where “the charity or cause and business win and indeed there the benefits also extend to consumers and other stakeholders” (ibid, p.12). To sum up, it could also be argued that Cause Related Marketing is the point where business and cause meet for mutual benefit.

Adkins (2004) distinguishes five means of how Cause-Related Marketing can be communicated, namely advertising, public relations or publicity, sponsorship, licensing and direct marketing, which includes loyalty and relationship marketing (p.117). However, based on the thesis scope to focus on Cause Related Marketing communications strategies of United Colors of Benetton ‘UNHATE’ campaign advertisements and the Press Release, the theoretical framework focused on these particular mediums. Cause Related advertising refers to the advertising of a particular cause or issue “where the business aligns itself with a particular good cause and uses its advertising to communicate the cause message” (Adkins, 2004, p. 116). Theory stresses the main objectives of it that “ranges from building, reinforcing and demonstrating corporate or brand reputation to providing differentiation and encouraging relationships and loyalty between the product, service or charity, cause or corporate” (ibid, p. 116). Also, it is about engaging individuals on higher levels, “it is about affinity and reinforcing consumer’s identity and beliefs” (ibid, p. 73). In general, CRM is defined as one of the best ways of demonstrating the organization’s corporate social responsibility and bringing it to the attention for consumers and other stakeholders (ibid. 32). Nevertheless, the theory of Berglind & Nakata (2005) distinguishes three main Cause Related Marketing practices that marketers build the campaigns around, namely issue focused programs, business activity programs and target focus programs (p.447). The main responsibility that marketers have is building strong brands. Strategic Cause Related

Marketing is argued to be an effective way to reinforce the more favorable brand identity (Adkins, 2004, p. 47).

Kenyan Perspective

In Kenya CRM has not been fully implemented as an optional marketing strategy. However, short term promotional programmes are rolled out, (Ayopo, *et al.*, 2010). They range from season campaigns, and sports for a cause. Safaricom Marathon, branded run for a good cause. The marathon is geared towards wildlife conservancy. According to Safaricom, (2012), since its inception in 2000, the Safaricom Marathon has raised KShs 150,000,000 (over US\$2,000,000) for a range of education, community development, health and wildlife conservation projects across Kenya. A few of the benefits achieved over the last ten years include: supported 10 Primary Schools and 3 Secondary Schools helping over 5,000 children, established 4 community forestry programmes, supported Meru, Isiolo, Nanyuki and Timau District Hospitals, provided free treatment to over 300 people injured by wildlife in the region, supported 11 communities of diverse ethnicity across northern Kenya helping over 50,000 people, supported game scout operations to protect conservancy's 100+ rhino, including the tracker dog team, purchased vehicle for KWS game scouts.

The nonprofit organizations considering CRM campaigns with corporate partners should be guaranteed to receive some minimum level of funds for participation. They should also look for evidence that the campaigns was done tastefully and offered potential increases in awareness of their causes. Nonprofits need to be aware that the amount of money contributed relative to sales, the image of the products or services being promoted, and the amount of marketing expenditure that goes into promoting a campaign all vary tremendously from campaign to campaign. In addition to asking for a significant amount of financial support in exchange for participating in the campaign, nonprofits also need to be careful to choose businesses that will not in any way jeopardize their own images. Nonprofits have both their need for funding and their reputations to consider. These considerations mean that nonprofits should weigh the decision to get involved in each cause-related marketing campaign carefully before signing on. Furthermore, if the terms are not right, they should be prepared to negotiate for better terms. The strategy is slowly gaining popularity among the NGOs operating in Kenya and developing countries in general. Specifically, competition in Kenya among the businesses and nonprofits promotes diversified marketing strategies.

AMREF is an international African organization with its headquarters in Nairobi, Kenya. The vision for AMREF is to promote lasting health change in Africa. The organization equips communities with the knowledge, skills and means to maintain their good health and break the cycle of poor health and poverty. AMREF believes in the inherent power within African communities – that the power for lasting transformation of Africa's health lies within its communities. AMREF has over 54 years' experience in charity work in the area of health development. In 1957, three surgeons founded the Flying Doctors Service of East Africa, laying the foundation for what is now one of the continent's leading health development and research organizations. Today, AMREF implements its projects through country programs in Kenya, Ethiopia, Uganda, Tanzania, Senegal, South Sudan and South Africa. Training and consulting support are provided to an additional 30 African countries. AMREF partners with

for profit organizations, communities, government, health practitioners, private and public sectors to establish a participatory health care system. (www.amref.org) The organization has also been involved in a numerous cause-related marketing activities in the past. These activities have intensified over the last 7 years with the last 12 months alone seeing 4 major CRM activities. These included a fundraising gala dinner, a music concert, charity bike ride, and a fundraising walk.

Statement of the Problem

According to Sharpe (1999), donors typically give because they relate to an organization's mission and the people who accomplish that mission. Achieving tax deductions is usually a secondary motivation. He further posit that donors of every size prefer outright gifts (money they can use today) over every other method of giving. However, while the one-time giving can help solve many of the immediate problems for Kenyan NGOs, it does not guarantee long term sustainability. The work of NGOs which contribute a significant percentage of the civil services in Kenya is critical to meeting the development needs of the country. However, the ever increasing number of NGO and other charity organizations has intensified competition for funds from the developed world donors. The situation has been complicated further by the constant budget cuts from the international donor community and their inclination to only fund specific projects. This emerging funding crisis has forced many NGO to close due to the limited funding with many projects left unfinished. An Annual funding analysis by UNAids and the Kaiser Family Foundation, released in 2010 show that funding from 15 of the world's largest donors dropped by 10% in 2010 for the first time in a decade.

The study seeks to establish the effects of cause related marketing in fund raising among NGOs in Kenya with special reference African Medical & Research Foundation (AMREF)

General Objective

The general objective of the study is to establish the effects of cause related marketing in fund raising among NGOs in Kenya with special reference African Medical & Research Foundation (AMREF)

Specific Objectives

The study was guided by the following specific research objective

- i. To determine the effects of awareness on fund raising in African Medical & Research Foundation
- ii. To assess the effects of networks on fund raising in African Medical & Research Foundation

Literature Review

Cause-marketing is seen as the way companies determine the best way to allocate marketing budgets between conventional promotion and affinity marketing programs. Conventional promotion simply stress the benefits of buying a specific brand while affinity programs prominent and publicly identify a company's association with a particular sport, entertainment event, nonprofit organization or social cause. The CRM strategy attracts research on the effects of societal marketing programs, which emphasize a brand's affinity with a social cause, (Westberg, 2004 and Paul, *et al.*, 2006). Researchers find that companies make substantial investments to try to demonstrate an affinity with the consumers. In this view companies today are increasingly treating investments in affinity marketing as important strategic moves. Affinity marketing programs are designed to achieve objectives such as improving overall corporate reputation, differentiating a brand, attracting the interest of targeted consumers, stimulating brand preference and loyalty, attracting loyal employees and, ultimately, increasing profits and stock prices.

Morgan and Hunt (1994) posit that trust is a major determinant of relationship commitment: brand trust leads to brand loyalty because trust creates exchange relationships that are highly valued. Some authors have observed that a large number of consumers claimed to be more willing to buy products from companies involved in social causes (Ross *et al.*, 1990-91, 1992; Salmones, *et al.*, 2005). It seems, therefore, that individuals value companies' efforts in programmes of donations, energy conservation or sponsorship of local events, among other actions, and that this greater support may materialize in stronger loyalty towards the firm (Maignan *et al.*, 1999 in Salmones, *et al.*, 2005).

Consumers expect a lot of companies to apply CRM indicating consumer demand for corporations to reach out to charities and nonprofits to support causes. Related to the general expectations of companies; 88% of consumers think companies should try to accomplish their business goals while still trying to improve society and the environment, 83% of consumers think companies should support charities and nonprofits with financial donations while 71% would like companies to increase their advertising to tell what the companies are doing in the community. A study on the American consumers reveals that; 71% have bought a cause-product, 67% have donated to a non-religious charity, and 29% have volunteered with a non-religious charity In addition, only 19% of consumers report that they have cut back on donating to charities because they have bought cause-marketing products (www.DoWellDoGood.net).

Data indicates that consumers want, are willing to pay more, and are willing to go further to buy products or use companies that support a cause. However, how effective are major cause-marketing brands and initiatives in connecting with the hearts and minds of consumers? CRM is the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause, (Jennifer, *et al.*, 2009).

Key to its definition is the concept of a marketing partnership between a business and a nonprofit entity for mutual benefit. CRM must be distinguished from nonprofit marketing, which is purely designed to support a nonprofit organization or cause by using marketing

tools. In the nonprofit marketing world, marketing can be used to increase awareness, raise funds, encourage healthy or pro-social behavior, or promote a fund-raising event. Marketing tools that can be used to market a cause or nonprofit organization include advertising, public relations, special events, offering incentives to donors and volunteers, building relationships with foundations, and so on. Cause-related marketing is also not the same as corporate philanthropy, which involves the giving (without expectation of direct corporate gain) of charitable financial and in-kind grants by companies or their corporate foundations to nonprofits.

Charity organizations including NGOs will employ cause related marketing strategies to fundraise for their various initiatives. Fundraising or fund raising which is also referred to as development in other literature is the process of soliciting and gathering voluntary contributions as money or other resources. This is done by asking for cash or in-kind donations from individuals, businesses, charitable foundations, or governmental agencies. According to Sharpe (1999), donors typically give because they relate to an organization's mission and the people who accomplish that mission. He adds that although fundraising typically refers to efforts to gather money for non-profit organizations, it is sometimes used to refer to the identification and solicitation of investors or other sources of capital for for-profit enterprises.

The level of funds raised through cause related marketing will be affected by many factors among them awareness, image, networks and partners.

Awareness

In marketing and fundraising, awareness is the measure of how well known a brand, firm, or a charity's activities are. NGOs usually set a target for the amount of awareness they intend to achieve, and then plan a promotional strategy to reach that target.

Awareness and marketing encompasses almost every aspect of how a company presents itself to the world. It defines who the company is going to direct its message to and what the message is that the company is trying to project. But it is also very important to know how to go about all this in a uniquely appealing, cost effective and consistent manner.

In order for an initiative to inspire someone or a corporate to give, they must first be aware of the activities of the organization seeking funding. Rossiter and Percy (1987) describe brand awareness as being essential for the communications process to occur as it precedes all other steps in the process. Without brand awareness occurring, no other communication effects can occur. For a consumer to buy a brand they must first be made aware of it. Brand attitude cannot be formed, and intention to buy cannot occur unless brand awareness has occurred (Rossiter & Percy 1987). This is also true for donors and giving.

In memory theory, brand awareness is positioned as a vital first step in building the "bundle" of associations which are attached to the brand in memory (Stokes, 1985). The brand is conceptualized as a node in memory which allows other information about the brand to be anchored to it (Aaker, 1991). The conceptualisation of a network of brand associations in memory with the brand as a central core has been put forward by many others authors.

NGOs use many marketing tactics to create awareness with use of images being very popular. Many campaigns that are highly successful in raising funds and increasing awareness about various aspects affecting the communities use visual aids. Different images are associated with certain campaigns, as photographs can draw in and engage the potential donor in ways that print and sound ads cannot. Images appeal to human senses in an intimate and striking manner, and are effective tools to inspire actions to help.

It is evident that for fundraising efforts to be successful awareness campaigns should be founded on making a strong case for an organizations cause. In fact, current trends show that when an organization's communications strategies are focused then, its funding increase substantially.

During fundraising campaigns, strong communications help organizations build awareness for their activities and cause. This foundation builds a pipeline for fundraising activities which facilitates the "ask." Call to action should ensure that an organizations target audience know what to do after being motivated by the message.

Whenever communications and fundraising are in synchronized, one supports the other through simple, consistent, compelling messages, delivered in a way that builds trust. Trust makes people want to get involved, support the organizations cause and make donations whether in cash or in kind. Effective awareness creation for fundraising should exude transparency, deliver on the brand promise and always reflects the organization's identity. This will ensure that the messages are believable and memorable, thereby helping organizations to build trust among new donors and loyalty among the existing donors.

Creating awareness by the NGOs coupled with an opportunity to support a worthy cause is likely to lead to increase in the number of donor. Increasingly in this era of global competition, organizations must fight for public recognition

Networks

Networking is about making connections and building enduring, mutually beneficial relationships. Charity organizations should aim to ensure they meet the right contacts to include in their network and in order to expand their sphere of influence. Virginia Cook. (2007).

NGOs with better networks easily solicits fund from the donors, thus networks have potential to influence the fund raising among NGO in Kenya.

Network fundraising is a method of fundraising that allows people to champion and raise funds on the NGOs behalf within each supporters personal networks. Networking is the single most powerful marketing tactic to accelerate and sustain success for any individual or organization

Networking is a powerful marketing tool and can be very beneficial for both corporate and NGOs. Assisted by the right strategy, networking can create word-of-mouth referrals, known to be a very effective cause related marketing tool. Faced with a choice, most people and donors alike prefer a trusted recommendation when looking for a product or services.

Thanks to the rapid development of technology, companies now have a plethora of online networking tools at their disposal. In addition to attending face to face business networking events, there are endless opportunities for expanding prospective supporters network through the appropriate use of social media. Cause related marketers should remember that networking does not simply mean personal promotion and getting more customers or supporters. It is more about expanding on the existing network of friends, acquaintances and customers, and leveraging on their networks. Gordon (2011) stresses that networking is about creating, building and nurturing relationships, gaining credibility and trust, and showing off your professionalism, knowledge and expertise. This means that it is a long term strategy, so NGOs should not expect results overnight. It requires time and effort to be successful, with lots of pro-activity and patience from your side. Ultimately in networking it is not about who a corporate knows. It is about who knows it

According to Rifkin (2013) Organizations may use different platforms to network, among them the Internet computer networking. Some rules of the basic principles of networking that NGOs should use in order to fully benefit from networking include; Networks add value by getting bigger, Networks add value by being used more and Networks add value by being fault tolerant.

Until recently, human networks were small, tightly connected, and controlled by gatekeepers such as elite colleges, social clubs, and prestigious professional organizations. The Web has been a great example of how technology in the form of applications such as LinkedIn and Facebook can help foster more connections than can be maintained in real life. Since networks add value by getting bigger, Fundraisers should use every day as an opportunity to grow the quality of their connections. The key is to tend to their network a little bit at a time, over the course of many years.

The more we reach out to our contacts or networks, the more value we create not just for ourselves but for them and the organizations we work for. Therefore, networks add value by being used more. Relationships are progressions and re-connections are the fuel for that progress. It therefore follows that people will give much more easily to appeals made by people they know and therefore the wider the network the more the chances of increasing an organizations funding

Research Methodology

Research Design

Ranjit Kumar, (2005) defined a research design as a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically. A research design helps a researcher to conceptualize an operational plan to undertake the various procedures and tasks required to complete the study and to ensure that these procedures are adequate to obtain valid, objective and accurate answers to the research questions.

To answer the research questions of this study, the case study research design was applied. Case studies are conducted in case of descriptive research studies. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or group.

This study is concerned with the role of Cause related marketing in fund raising among NGOs in Kenya. According to Mugenda and Mugenda (2003), a case study is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. According to Kothari (2004), case studies are only concerned with conditions or relationships that exist, opinions that are held, processes that are going on, effects that are evident or trends that are developing.

Population

A population refers to an entire group of individuals, events or objects having common observable characteristics (Mugenda and Mugenda, 2003). Target population is defined as a computed set of individuals, cases or objects with some common observable characteristics of a particular nature distinct from other population. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated.

The area of study was be AMREF, an NGO with offices in Kenya. The respondents were officers responsible for resource mobilization, communications and project managers. The population of the study was be 30 key management staff and officers.

Sampling Design

A sampling frame is a complete list of the units of analysis of interest from which the samples are selected while a sample size is the number of items to be selected from the universe to constitute a sample (Kothari, 2004). The optimum sample size was used to fulfill the requirements of efficiency, representativeness and reliability. Unnecessary large sample size would bring about data duplicity besides having cost and time implications while a smaller sample size would not be representative.

AMREF has a total of 46 project offices running in nearly all the 42 counties in Kenya.

Since not all the projects are actively involved with fundraising, purposive sampling technique was used to select 10 stations that have a total of 130 staff. In these 10 projects only specific staffs practice fundraising. Therefore purposive sampling was also used to draw a sample of 30 respondents comprising of key management and project staff.

A sample frame refers to the set of all cases from which the sample is actually selected. A sample means the number of units selected from the population for investigation. According to Gupta (2005) different opinions have been expressed by experts on the subject of sample size. Some suggest the sample should be five percent of the population while others suggest it should at least be ten percent. However, none is true or false because the mere size alone does not ensure representativeness. The other influencing factors are efficiency, representativeness, reliability and flexibility. In this research, the size chosen was a factor of available time and resources to manage the research.

Data Collection Procedure

Secondary data from previous research reports was used to provide a wider understanding of the issues under research. Primary data was collected with the help of a trained research assistant through direct interviews with respondents and use of a questionnaire. The questionnaire had both closed-ended and open-ended questions. The questionnaires were dropped and picked later from respondents. In extreme cases, some of the respondents may fill the questionnaire with the help of the researcher on phone or email. A pilot test were conducted with a randomly selected sample of ten (10) officers and this helped establish the validity and reliability of the questionnaire.

Data Analysis and Presentation

Data collected was quantitative and qualitative in nature. The descriptive statistical tools helped the researcher to describe the data and determine the extent used. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This include frequency distribution, tables, percentages, mean mode, median etc.

In addition, advance statistical techniques (inferential statistics) were considered. This was mainly be the regression model to test relationship among variables (independent). Data analysis will use SPSS and Microsoft excel, percentages, tabulations, means and other central tendencies. Tables were used to summarize responses for further analysis and facilitate comparison. This generated quantitative reports through tabulations, percentages, and measure of central tendency.

Results

The research targeted officers responsible for resource mobilization, communications and project managers. The data collection instrument, which were the questionnaires were issued to 30 officers and managers. However, out of the 30 questionnaires sent, only 25 questionnaires were received back fully completed making a response rate of 83.83%.

The commendable response rate was achievable after the researcher administered the questionnaires personally and made personal visits and phone calls to remind the respondents to fill-in and return the questionnaires. Both descriptive statistics and inferential statistics were used to analyze the data. In the descriptive statistics, relative frequencies were used in some questions and other were analyzed using mean scores with the help of Likert scale ratings in the analysis. Content analysis was used to analyze opinion of the respondents in the open ended questions.

From the findings on the age of the respondents, the study found out that majority of the respondents as shown by 32% were aged between 30-35 years, 24% of the respondents were aged between 35-40, 20% were aged between 25-30 years, 12% were aged between 40-50 years, 8% were below 24 years whereas 4% Of the respondents were over 50 years. This shows that majority of the respondents were between 30-35 year and had adequate knowledge on the cause marketing strategies which were adopted by their organisation.

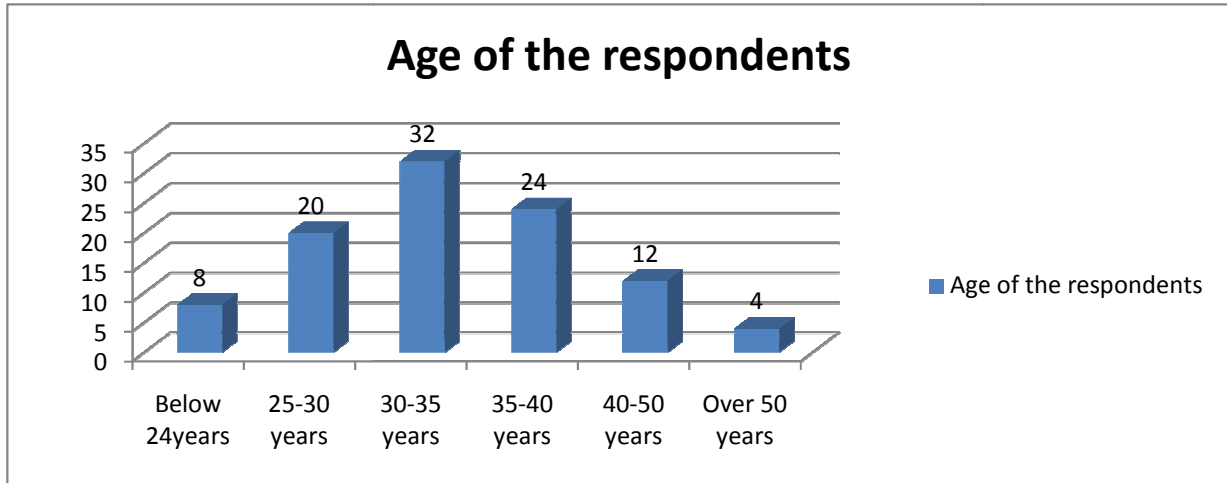


Fig 4.3: Respondents’ age bracket

Table 4.2: Educational level

Item	Frequency	Percentage
PhD	1	4%
Masters	2	8%
Degree	12	48%
Diploma	6	24%
Certificate	4	16%
Total	25	100%

On the level of education on the respondents in this study, the study found out that majority of the respondents had reached the degree level as shown by 48%, 24% of the respondents indicated that they had reached college level and had a diploma, 16% indicated that they had a certificate, 8% had reached the masters whereas only 4% indicated to have reached the PhD as their highest level of academic qualifications. This shows that majority of these respondents at AMREF were educated to understand several things in regard to cause related marketing in the NGOs.

The study also wanted to establish the duration in which the respondents had worked with AMREF, from the findings 44% indicated to have worked with the NGO between 5 to 10 years, 24% indicated to have worked between 3 to 5 years, 16% indicated to have worked between 10 to 15 years, 12% indicated to have worked between 15 to 20 years and finally 4% indicated to have worked for less than three years. This shows that majority of the respondents had worked at AMREF for quite some times to fully understand the role of cause related marketing and its impacts on the organisation funds raising.

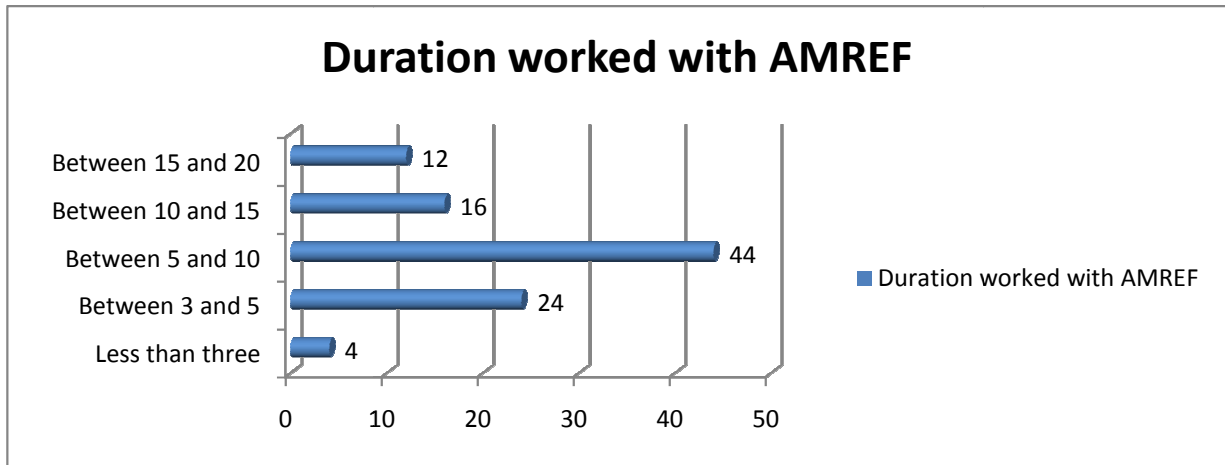


Fig 4.4: Duration worked with AMREF

Table 4.3: Department at the moment

Departments	Frequency	Percentage
Fundraising	2	8%
Communication	5	20%
Program Management	7	28%
HR and Administration	6	24%
Finance	2	8%
Research and Development	3	12%
Total	25	100%

From the above table above on the departments positioned at AMREF offices, the study found that majority of the respondent as shown by 28% were in the Program Management department, 24% of the respondent indicated that they were in the Administration department, 20% of the respondent indicated that they were in communication department, 12% indicated to be in the research department while 8% of the respondents indicated that they were in either the fundraising and finance departments. This shows that majority of the respondents were in departments which were directly or indirectly involved in looking for funds to support the NGO activities.

On whether the respondents department applied cause related marketing, the study found that majority of the respondents as shown by 82% indicated that they apply cause related marketing while as only 18% indicated that they did not apply cause related marketing in their departments. This show that cause related marketing is frequently applied by almost all departments in the NGOs.

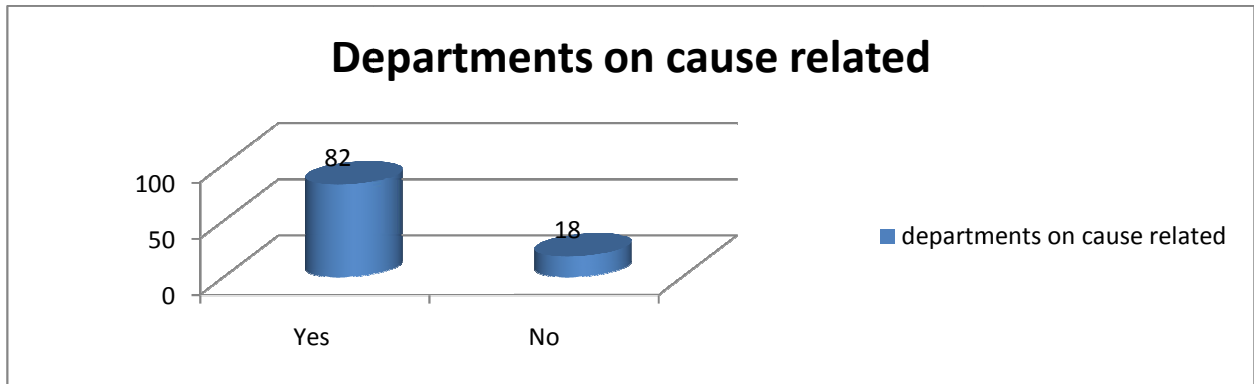


Fig 4.6: Departments applying cause related marketing

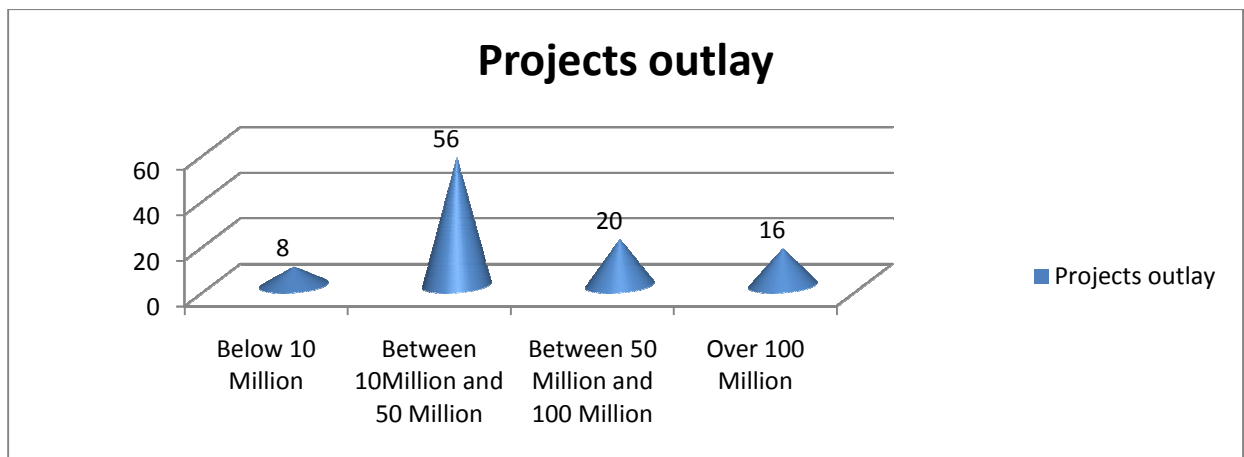


Fig 4.7: Projects cost outlay in Ksh

The study also wanted to establish the projects outlay in the organisation, from the study majority of the respondents indicated that their projects outlay ranged between 10-50 million as shown by 56%, 20% indicated that their projects outlay was between 50-100 million, 16% indicated to be over 100 million whereas only 8% indicated to be below 10 million. This shows that most of the NGOs projects were not less than 10 million meaning to finance them required very special strategies to fully implement them.

Awareness

The study also wanted to investigate the respondent’s level of agreement on whether AMREF employed the above awareness strategies in their cause related marketing, from the findings majority of the respondents agreed that AMREF organize special dinners in a bid to raise funds for a cause as shown by a mean of 4.08, they also agreed that the NGO do volunteer for a cause as shown by a mean of 3.84, it was further established that AMREF organize and participate in exhibitions to seek support for a cause as shown by a mean of 3.80.

Table 4.4: Extents to which AMREF employs awareness strategies

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Volunteer for a cause	4%	8%	16%	44%	28%	3.84
Organizing sports events to raise funds for a cause	8%	16%	48%	20%	8%	3.04
Organize special dinners in a bid to raise funds for a cause	0%	4%	16%	48%	32%	4.08
Commemoration of major events eg the AIDs day on Dec 1st	4%	8%	28%	36%	24%	3.68
Organizing and participating in exhibitions to seek support for a cause	4%	12%	12%	44%	28%	3.8
Organizing charity walks for a cause	12%	12%	32%	28%	16%	3.24
Organize public participation events e.g. tree planting to promote support for a cause	8%	16%	20%	40%	16%	3.4
Online campaigns for a cause	4%	8%	16%	44%	28%	3.56
SMS campaigns for a cause	8%	16%	48%	20%	8%	2.48

From the study the respondents also agreed that the organisation do commemorate major events e.g. the AIDs day on Dec 1st as shown by a mean of 3.68 and finally they agreed that the organisation do undertake online campaigns for a cause as shown by a mean of 3.56. Other respondents moderately agreed that the NGO do organize public participation events e.g. tree planting to promote support for a cause as shown by a mean of 3.40 and also organize charity walks for a cause as shown by a mean of 3.24. finally the respondents agreed moderately that the NGO do organize sports events to raise funds for a cause as shown by a mean of 3.04 and also use SMS campaigns for a cause as shown by a mean of 2.48. In the nonprofit marketing world, marketing can be used to increase awareness, raise funds, encourage healthy or pro-social behavior, or promote a fund-raising event. Marketing tools that can be used to market a cause or nonprofit organization include advertising, public relations, special events, offering incentives to donors and volunteers, building relationships with foundations, and so on (Sharpe,1999).

On how long the benefits of awareness in the cause related marketing are realized, the study found out that majority of the respondents indicated that the benefits takes sometimes before they are realized but the moment an NGO becomes well known funding is no longer a problem and financiers keeps coming to the board. The respondents were of the opinion that NGOs needs to put more efforts in making the society aware of its undertakings especially on humanitarian's actions.

On the respondents opinion on whether they would recommend awareness over conventional promotion with regard to logistical and social concerns, the study found out that majority of

the respondents were of the opinion that NGOs should embrace awareness over the conventional process. They felt that awareness was the main component in cases of social concerns and this would attract more financiers in their daily activities.

Network

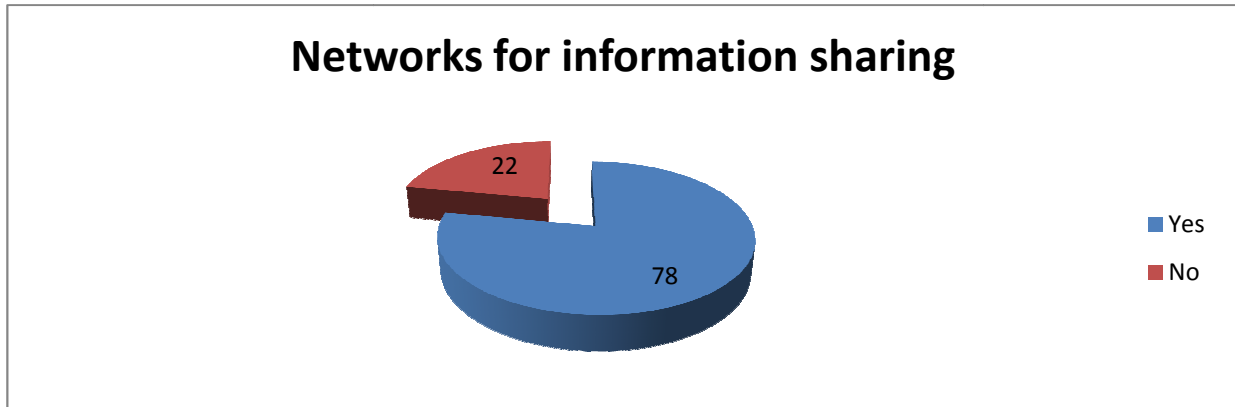


Fig. 4.8: Networks for sharing information

The study wanted to determine whether AMREF had networks which it used to share information and experience among others, from the study, majority of the respondents indicated that the organisation had several networks as shown by 78% whereas 22% indicated that the organisation did not have networks. This is an indication that the organisation has networks which helps it access fundamental information in regard to management, financing and good governance.

From the respondents on whether the networks has helped the NGOs raise funds, the study found out that majority of the respondents were of the opinion that these networks had helped the NGOs raise money for funding their projects. The networks also helped the NGOs with the current standards in the industry basically on governance and accountability.

The study also wanted to determine the extent to which the organisation networks influenced the financing of the NGO, from the study the respondents agreed that broad based campaigns which are national in character gain greater legitimacy with the public and decision makers Networks provide sharing of information and experience as shown by a mean of 4.12, Networks provide strength in unity and numbers, and therefore facilitate greater impact as shown by a mean of 4.0, Networks offer additional capacity for nationwide monitoring as shown by a mean of 3.80, Networks enrich advocacy campaigns through the pooling of resources and the availability of a broader range of services and skills as shown by a mean of 3.76 and finally networks help to build support within and across sectors as shown by a mean of 3.64.

Table 4.6: Level of agreement on network and cause related marketing

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Networks provide strength in unity and numbers, and therefore facilitate greater impact	4%	8%	16%	28%	44%	4.00
Broad based campaigns which are national in character gain greater legitimacy with the public and decision makers	0%	4%	12%	52%	32%	4.12
Networks enrich advocacy campaigns through the pooling of resources and the avail-ability of a broader range of services and skills	4%	8%	16%	52%	20%	3.76
Networks provide sharing of information and experience	0%	4%	16%	44%	36%	4.12
Networks offer additional capacity for nationwide monitoring	4%	12%	12%	44%	28%	3.8
Networks help to build support within and across sectors.	8%	12%	16%	36%	28%	3.64

Nonprofits have both their need for funding and their reputations to consider. These considerations mean that nonprofits should weigh the decision to get involved in each cause-related marketing campaign carefully before signing on. Furthermore, if the terms are not right, they should be prepared to negotiate for better terms (Dubravka2011) .The strategy is slowly gaining popularity among the NGOs operating in Kenya and developing countries in general. Specifically, competition in Kenya among the businesses and nonprofits promotes diversified marketing strategies.

Summary of the findings

This study therefore established that cause related marketing was a fundamental strategy applied by AMREF in its fundraising to finance its activities. The study further shows that majority of departments in the organisation applied cause related marketing and this was indicated by a 82% response level. The study also established that organisation required a lot of money to finance its projects. This was shown by the projects outlay in the organisation which was not less than 10 million meaning to finance them required very special strategies to fully implement them.

Awareness

The study further established that AMREF organizes special dinners in a bid to raise funds for a cause and this was represented by a mean of 4.08. It further established that the NGO do volunteer for a cause and it also organizes and participates in exhibitions to seek support for a cause. The organisation also commemorates major events e.g. the AIDs day on Dec 1st and it also undertake online campaigns for a cause.

The study also revealed that the NGO do organize public participation events e.g. charity walks to create awareness for a cause. In the nonprofit marketing world, marketing can be used to increase awareness, raise funds, encourage healthy or pro-social behavior, or promote a fund-raising event. Marketing tools that can be used to market a cause or nonprofit organization include advertising, public relations, special events, offering incentives to donors and volunteers, building relationships with foundations, and so on

The study also disclosed that the moment an NGO becomes well known funding is no longer a problem and financiers keeps coming to the board. The NGOs needs to put more efforts in making the society aware of its undertakings especially on humanitarian's actions. Also the study found out that NGOs should embrace awareness over the conventional process. Awareness is the main component in cases of social concerns and this would attract more financiers in their daily activities.

Network

The study also established that AMREF had networks which it used to share information and experience. This is an indication that the organization is well connected which helps it access fundamental information in regard to management, financing and good governance. The networks have helped the NGOs raise funds for their projects. It also came to the researcher attention that broad based campaign which is national in character gain greater legitimacy with the public and decision makers. Networks provide strength in unity and numbers, and therefore facilitate greater impact. Networks offer additional capacity for nationwide monitoring .the study also found out that Networks enrich advocacy campaigns through the pooling of resources and the availability of a broader range of services and skills. These considerations mean that nonprofits should weigh the decision to get involved in each cause-related marketing campaign carefully before signing on. The strategy is slowly gaining popularity among the NGOs operating in Kenya and developing countries in general. Specifically, competition in Kenya among the businesses and nonprofits promotes diversified marketing strategies.

It was also revealed that organization partners influence the financing of the NGO and also revealed that lack of efficiency in management of revenue may drive away partners. Organization has to adjust its structure in order to accommodate new partners. The nonprofit organizations considering cause related marketing campaigns with corporate partners should be guaranteed to receive some minimum level of funds for participation. They should also look for evidence that the campaigns will be done tastefully and will offer potential increases in awareness of their causes. Nonprofits need to be aware that the amount of money contributed relative to sales, the image of the products or services being promoted, and the amount of marketing expenditure that goes into promoting a campaign all vary tremendously from campaign to campaign.

Conclusions

The study therefore concludes that AMREF has been using cause related marketing to increase awareness, raise funds, encourage healthy or pro-social behavior, or promote a fund-raising event. The study also concludes that NGOs needs to put more efforts in making the society aware of its undertakings especially on humanitarian's actions. NGOs should embrace awareness over the conventional process. Awareness is the main component in cases of social concerns and this would attract more financiers in their daily activities.

The study further concludes that image can also leads to improved reputation of an organization and it can constitute a strategy for an NGO to make more revenue without addressing the cause. It also concludes that Donors would be ready to finance those NGOs that are actively involved on humanitarian actions and have a good image in regard to governance and accountability.

The also concluded that networks provide strength in unity and numbers, and therefore facilitate greater impact. Networks offer additional capacity for nationwide monitoring. The study also concludes that networks enrich advocacy campaigns through the pooling of resources and the availability of a broader range of services and skills.

Finally the study concludes that corporate partners have injected a lot of finances in the NGOs activities. It also concludes that best strategies that AMREF can use to attract and retain more partners are by creating awareness all over the world on its activities and being in the front line in case of disasters and emergencies. The organization should also adopt high levels of corporate governance and accountability as part of the pillars in its daily activities.

Recommendations

Almost every voluntary or non-profit organization requires money either to support its existing activities or to expand and improve it services. Fund raising has no option other than hard work, but if the voluntary agencies have a cause or programmes that deserve support and it is willing to work at it, it can raise considerable awareness, goodwill and money. The study therefore recommends that AMREF needs to more concentrate on various new methods and techniques of fund raising that ensure an efficient and effective process of fund collection and produce the better result that lead to sustainability as well.

AMREF need to be fit in to the criterion given by funding agencies. Each funding agency has their own thematic area for which they fund. AMREF should first understand these areas for which funding can be sought. The organization should prepare and submit concept note. If Agency is satisfied with the design of project proposed, then AMREF can submit detailed project proposal

AMREF can use technology to engage supporters on a whole continuum of actions, ranging from light and easy things like sharing a news story or donating a few shillings to deep engagement such as volunteering skills or even taking a job at a nonprofit. AMREF may organize any event where all the beneficiaries are invited and also arrange any celebrity, so that credibility of the project or work will be demonstrated to society.

It is important for the organisation to research well and make a more focused approach in identifying corporate partners. A corporate in most cases is open to funding various aspects as long as the organisation program matches the broad outline with their corporate social responsibility focus. Receiving Government support may bring a degree of recognition and credibility to the organization. Government funding is substantial in terms of volume and it is a great source of fund. However, dependence on Government could also make the organization vulnerable to government control or political pressure.

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