



UGANDA MANAGEMENT INSTITUTE

**CONTRIBUTION OF PUBLIC RELATIONS TO DISASTER
FUNDRAISING IN A NON GOVERNMENT ORGANIZATION
A CASE OF UGANDA RED CROSS SOCIETY**

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**DISSERTATION SUBMITTED TO THE HIGHER DEGREES DEPARTMENT IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTERS DEGREE IN MANAGEMENT STUDIES (RESOURCE MOBILIZATION
AND MANAGEMENT) OF THE UGANDA MANAGEMENT INSTITUTE, KAMPALA**

FEBRUARY, 201

APPROVAL

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ACRONYMS AND ABBREVIATIONS

AFF	America's First Fruits
DRRA	Disaster Risk Reduction Approach
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology
IFRC	International Federation of the Red Cross
MoFPED	Ministry of Finance, Planning and Economic Development
NGO	Non Governmental Organization
NS	National Strategy
PR	Public Relations
PRAU	Public Relations Association of Uganda
RMT	Resource Mobilization Theory
SPSS	Statistical Package for Social Scientists
UN	United Nations
UNDP	United Nations Development Program
UNDR	Uganda National Development Report
URCS	Uganda Red Cross Society

ACKNOWLEDGEMENTS

First and foremost, I wish to thank John Kittobbe for his support and valuable time spent throughout the supervision of this research work. Similarly, my sincere gratitude goes to Maxie J. Muwonge for his feedback as work-based supervisor and for sharing his time during my research. I would like to extend my thanks to everyone at the Uganda Red Cross Society (URCS) for facilitating the study. It remains a permanent inspiration for me; for the role played by members of my family and I much appreciate the sincerity, dedication and courage of all those brilliant course mates with whom I shared the dream of attaining a Masters Degree.

ABSTRACT

Contribution of Public Relations to Disaster Fundraising in Non Government

Organizations: a case of the Uganda Red Cross Society

The Uganda Red Cross Society mainly depends on donations in providing humanitarian assistance during disasters and generates additional income needed for interventions through fundraising. The organization funds 63% of its budget through donations and fundraising activities. This study examined the contribution of Public Relations to disaster fund raising programs of the URCS. In order to analyze the relationship between public relations and fundraising four objectives were identified. The study sought to understand effect of donor relations on URCS fundraising programs. The contribution of employees' relations to fundraising was also analyzed. The third objective was to examine the contribution of community relations to fundraising and finally from the results of the study a public relations strategy was proposed. The study examined the level of public relations in the light of its correlation relationships with the fundraising function in the URCS. These relationships were ascertained through structured questionnaires which were administered to donors, employees of URCS and the members selected from communities in Kampala. Face to face interviews were also conducted. Correlation tests were used to analyze the relationship between public relations and fundraising. Based on findings from the study it was concluded that although URCS had credible relations with its donors and had well motivated and committed employees it lacked appreciation of the importance of the community in mobilizing interventions whenever disaster occurred. In that regard it was recommended that URCS crafted public relations strategic policy that would promote continuous disaster fundraising programs as opposed to responding only at the time of emergency.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

With their rising incidence and increasing severity, the cost of disasters, both in terms of lost GDP and expenditure diverted to relief and rehabilitation is significant (Courtenay, C. V., 2004). The World Bank estimated that, between 1990 and 2000, natural disasters caused damage valued at up-to 15% of global annual GDP, with 5% of the costs associated with climate change. Due to lack of institutional capacity to effectively provide for physical, social and economic needs of vulnerable communities affected by disasters, governments and charity organizations often engaged in fundraising activities in order to mobilize the resources required for interventions. Fundraising mainly involves soliciting for donor support and government grants. Additional incomes may be generated through public events like sports, lotteries or tailored projects and partnership membership. One of challenges to the Fundraising profession however, is often lack of a well established knowledge base sometimes called “Public Relations” which informs both the profession and the public (Carbone, 1989; Kelly 1991). According to Burlingane (2004), the success in Fundraising activities largely depended on the Public Relations’ practices in an organization. Public Relations can be defined as the planned and sustained effort to establish, maintain goodwill and mutual understanding between an organization and the public (Chartered Institute of Public Relations, 2005).

Most charitable partners did not question expenditures on disasters by nonprofit making and non-governmental organizations. In the current times however, the nonprofit sector is increasingly

under scrutiny by the public regarding the manner in which they mobilized and spent resources during disasters (Jacobs, 2004; Sloane, 2002). The performance of IRCS for example, was questioned after 9/11 Twin Tower disaster in 2001 (Jaime Holguin, 2009). The Uganda Red Cross Society (URCS) is the largest such charity in Uganda and also an affiliate to the IRCS. This study examined the contribution of the Public Relations profession to Disaster Fundraising in the URCS and to suggest regulatory standards on Disaster Fundraising in non governmental organizations.

1.1 Background to the study

Whereas Fundraising was popularized in the 17th Century in the United States of America, the nonprofit organizations which were then major benefactors were not accountable for incomes generated from their Fundraising activities (Carbone, 1989). The donors, public and other stakeholders did not question expenditures of the charities that they supported with donations. In the wake however, of recent scandals and allegations about the practices of some charities the public have raised questions specifically about decisions made regarding expenditures of donated funds. Although donors expected contributions to be spent to support the charitable cause, there has been generally no governing body to neither enforce specific guidelines regarding nonprofit organizations' expenditures nor promote information flow to the public. Bradley, *et.al.*(2003) for example, stated that by 2001, revenues for the nonprofit sector in the United States exceeded \$700 billion, and Assets reached \$2 trillion and yet little was made public of accompanying expenditure. The current debate is about regularization of standards for Fundraising in nonprofit organizations by involving the Public Relations profession (Gallagher, 2004). In this study, a

Public Relations perception of Fundraising by non governmental organization was reviewed in terms of historical, conceptual and contextual backgrounds.

1.1.1 Historical Background

In the USA nonprofit making organizations first practiced Public Relations during Fundraisings in 1643 (Burlingane, 2004). That year, the Harvard College produced the first Public Relations brochure ‘America’s First Fruits’ (AFF) that guided three American Ministers to fundraise for the financially ailing college while on visit in England. According to Burlingane (2004), by the 19th Century most nonprofit organizations commonly employed publicists to create awareness and pave way for Fundraising drives. Such Fundraisings largely were carried out by executives whose line responsibilities lay outside the norms of Fundraising profession, for example, the Urban Chief Executive Officers. Although fundraising for charitable organizations in the Federal workplaces in USA can be traced to the late-1940s, however, formal authority to permit fundraising in the Federal workplaces was not established until 1961. In signing Executive Order 10927, President John F. Kennedy authorized the U.S. Civil Service Commission to develop guidelines and regulate fundraising in the Federal service.

Whereas Fundraising phenomenon was introduced in Asia immediately after the Second World War, in Thailand for example, the need for Fundraising increased within the 21st Century because of a shift in international funding priorities, and the decline of foreign aid (Viravaidya, 2001). In that regard NGOs all over the region began to feel a crunch in their operating and program budgets, and were compelled to seek alternative Fundraising strategies to keep their organizations afloat. Subsequently, now more than ever, leaders of nonprofit organizations in

Asia are challenged to forego the easier task of grant proposal-writing, to mobilizing local support through Fundraising. Abundant Life Foundation for example, was registered with the Social Welfare Department (SWD) of Thailand in 2004 as a Public-Oriented Social Outreach, to help people who could not support themselves (<http://www.thaicharities.org>). The SWD acts like a watchdog that regulates and analyzes the nonprofit entities by setting recommended Fundraising Standards.

While for African Developing Countries most nonprofit making institutions, up-until 1960s, confined themselves to a limited donor/charity relationship. They now have realized the importance of partnerships in mobilizing resources (Branson, 2006). Partnerships came with Public Relations function and the need for the flow and exchange of information between nonprofit organizations and the public. In the case of Uganda, an umbrella organization known as the Public Relations Association of Uganda (PRAU) was founded in 1979 and registers all Public Relations practitioners and professionals both in the public and private institutions. One of its aims is to provide consultancy on Public Relations, manpower development and minimum standards required in Fundraising. As much as URCS is fully affiliated to PRAU, it is also one of the 186 such national societies that are recognized by the ICRC worldwide and are admitted as full members of the Red Cross Federation.

1.1.2 Theoretical Background

The study was based on four theories of a) System theory, b) Resource Mobilization theory, c) Relationship Management theory and d) Chaos theory and Disaster Response Management.

System Theory was used by a re-known academic and a biologist, L. Von Bertalanffy (1968), as the basis for the field of study known as ‘general system theory’, a multidisciplinary field. Gruning and Hunt (1984) concurred with Bertalanffy those organizations as a set of subsystems that affect each other and jointly interact with the external environment. The theory also claims that organizations ought to adjust and adapt as they change from within and as their environment changes. Organizations are deemed to form part of a social system that consists of individuals or groups (publics) such as suppliers, local communities, employees and governments, interacting together. The Uganda Red Cross Society is a social unit comprising of branches located in 45 districts of Uganda, which branches are subsets individually and collectively providing social interventions during disasters.

The Resource Mobilization Theory which emerged in the 1970s in the study of social movements. The theory emphasizes on the ability of members of an organization to acquire resources and to mobilize people towards the furtherance of organizational goals (McCarthy & Zald, 1973), and that an organization should have a core group of sophisticated strategists (Public Relations Professionals) that work towards harnessing the corporate energies by attracting funds and supporters. Resource Mobilization Theory can also be divided into two camps: McCarthy and Zald (1973), were the originators and major advocates of the classic entrepreneurial (economic) version of this theory, while Tilly and Doug (http://en.wikipedia.org/wiki/Resource_mobilization) were proponents of the political version of resource mobilization. The entrepreneurial model explains collective action as a result of economic factors and the political model focuses on the political struggles. The rationale of the Resources Mobilization Theory is that organizations are encouraged to constantly network with

key players within the public communities, private sector and government. Fundraising activities in nonprofit organizations therefore, are as a result of those economic and social disorders that affect communities and require interventions. Whereas URCS's mandate is to provide humanitarian interventions when disasters strike, yet most of the resources needed are acquired through Fundraising. That is the more reason why donors, employees, the public communities, other NGOs and government; who provide the resources, ought to identify together through vibrant Public Relations function.

The Relationship Management Theory which came into limelight in the 1990s is the third theory that was applied for this study. The Relationship Management Theory states that in order for an organization to achieve its goals, it is critical to ensure long term positive relationships with the public that it relates Gruning, *et.al* (1992). While the Relationship Management Theory shares many similarities with Public Relations but is distinguishable mainly for the following: that for an organization, symbolic relationship was more important than behavioral relationship, where symbolic relationship is limited to image building by an organization while behavioral relationship relates to an organization's attitude towards the public. Ehling, (1992) however, argued that Public Relations ultimately combines symbolic and behavioral relationships into one function. He further suggested that Fundraising practitioners should be more concerned about how to involve the public during Fundraising for interventions during disasters, since they are the intended beneficiaries.

The Chaos theory and Disaster Response Management. Disaster and emergency situations epitomize the nonlinearity of human events. These are events in which relationships between relevant variables is churning. Even in our desire to create order and control the situation, events

often seem to step ahead of our best efforts. Heinz Pagels (1988, P.56) noted that, ‘Life is.... Non linear and so everything else of interest’. Clearly what makes disaster situations particularly interesting and challenging is the inherent non linearity of such events. New thinking in response to the recognition of non linearity in the human and organizational systems has focused on the functionality of disorder and instability (Kiel, 1994). Management Scholar Ikijiru Nonaka (1988, P.59) offers a view of the functionality of disorder and instability in organizations. ‘ Chaos widens the spectrum of options and forces the organization to seek new points of view. For an organization to renew itself, it must keep itself in a non equilibrium state at all times’.

It is evident that the interplay between the four theories was crucial in Fundraising activities in non government organizations. The Systems Theory recognizes existence of social units working together in a common environment, while the Resources Mobilization Theory appreciates entrepreneurial and political capabilities of all stakeholders and the Relationship Management Theory advocates for image building with the public. An illustration of such exemplary campaign was in 2009 when the URCS through wide-scale publicity and mass mobilization, ably raised Uganda shillings 5.6 billion needed to respond to flood-famine disaster in Teso (Daily Monitor, 20th July 2009). In similar circumstances, the public and other partners were called upon to donate financial and material support to the Bududa victims of landslides in 2010.

1.1.3 Conceptual Background

Joe Garecht (2002) advanced the following questions: “Fundraising & Public Relations: What’s the Connection? Wouldn’t it be great if new donors sought you out? If you came into the office and had messages waiting from major funders who wanted to learn more about your

organization, and about what your funding needs are”? Simply put, the concept of “Public Relations,” or “PR,” encompasses all the activities an organization does to get press coverage for its work. Press releases and press conferences, letters to the editor, calls into talk radio and interviews with journalists... getting coverage and getting the message out through the press is the essence of good PR. Smart non-profit organizations have started to realize that a strong PR effort, and good press coverage, can lead to increased fundraising. There are several ways good PR can help raise more money; good press coverage is a great way to find new prospects as people learn more about organization’s work and want to get involved or volunteer and donate. Good PR raises general awareness in the community about the organization and the work they do. Press coverage provides good social proof that what an organization actually is doing matters, and that the organization is a leader in that field. The conceptual “cause and effect” relationship between PR and Fundraising in non profit organization was further explained by Karen J. Beiser (2005), that the organization’s capacity to effectively attract new publics and retain the existing ones (PR), underscores public support for Fundraising needs of an organization. Fundraising aims to encourage donations and to inspire supporters to raise money through a direct call to action. Good PR supports that call by demonstrating the need for the funds and the charity's integrity in how it spends the money. The choices supporters make about which charity to donate to can be won or lost on these messages, which is why PR has so much value in a fundraising situation. And when times are tough and the pot is small, it's especially important in persuading supporters to choose your organization over others in the sector. For purposes of this study, PR is thus the independent (cause) variable while Disaster Fundraising is largely dependent (effect) on the organization’s PR functionality.

The conceptual framework in figure1 represents operationalized ingredients of PR which include: Donor Relations, Employee Relations, Community Relations and the Media Relations. Donor Relations is about recognizing the role of donors and a non profit organization being accountable for funds donated. Based on previous studies most donors felt they were entitled to information about the management of nonprofit entities to which they donated funds (Karen J. Beiser, (2005). Donors invested in an organization for a reason and anticipated a “thank you” as recognition for their donations. ([https:// www.recognitionart.com/resources/articles/dynamic-recognition-larry_greenwald.pdf](https://www.recognitionart.com/resources/articles/dynamic-recognition-larry_greenwald.pdf), downloaded on 5/09/09). In that way partnership was created and continued cooperation was guaranteed.

Accountability to donors was critical to generating trust from those who donated funds for a given cause since that would be proof that expected services were provided. Anita Shah (2002), in a case study on Gujarat relief and rehabilitation programme said of accountability that, “Only by being transparent in its undertakings and accountable to those whose lives it most affects can humanitarian action truly meet its objective to safeguard and uphold the dignity and well-being of those who have been affected by disasters” (IFRC; 2002). The same scholar reported that “there is no shortage of funds in India; the problem is that the poor are unaware of the various schemes that they are eligible for and how to access the funding.”

Employee Relations is a broad term used to refer to the general management and planning of activities related to developing, maintaining and improving communication with employees in an organization. Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and

morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals, which arise out of or affect work situations. Advice is provided to supervisors on how to correct poor performance and employee misconduct. In such instances, progressive discipline and regulatory and other requirements must be considered in effecting disciplinary actions and in resolving employee grievances and appeals. Employees are advised about applicable regulations, legislation, and bargaining agreements that embody their terms of service. Information is also provided to employees to promote a better understanding of management's goals and policies. According to Goldstein, *et.al* (2002), the public image of an organization is a reflection of employees' practices. In the case of non profit charity seeking for funds, the decisions by the donors or government to award grants largely depend on the reputation exhibited by organization. Other corporate entities would associate with income generating activities if they believe the organization will deliver expected outputs.

Coupled with knowledge-based work force, emerges the requirement for specialized skills and ethical code of conduct that enhances employees' performance. The common measures of performance are the level of commitment and engagement by employees to the organization. While commitment is broadly defined as the degree to which employees are bound emotionally or intellectually to the organization, engagement is extent to which employees are passionate about their work, emotionally committed to their organization and to their coworkers. Committed employees are willing to contribute to membership of the organization by paying-in membership fee and also are willing to participate in charitable income generating activities, like "charity walks, dinners or sports events."

Community Relations refers to the various methods used by organizations to establish and maintain a mutually beneficial relationship with the communities in which they operate. The underlying principal of Community Relations is that when an organization accepts its civic responsibility and takes an active interest in the well-being of its community, then it gains a number of long-term benefits in terms of community support, loyalty, and good will. "Community involvement builds public image and employee morale, and fosters a sense of teamwork that is essential in long-term success," Lisa Desatnik (2000) noted in Cincinnati Business Journal. Good Community Relations programs offer an organization a wide variety of benefits; for instance, they give employees a reason to be proud of the organization, which increases loyalty and may help to reduce labor and production costs. Furthermore, an organization with happy employees and a good reputation in the community is likely to attract highly qualified new employees. The organization also might generate new contacts and such contacts might also make it easier for the organization to obtain financing for expansion. Good community relations can also be beneficial in times of crisis, such as a fire or flood, by rallying the community around the affected locality. Some recommended routes towards increasing community involvement include: taking an active interest in community problems; sponsoring youth activities; participating in local government schemes; purchasing materials and supplies from local suppliers; encouraging community education; supporting local charity drives; and taking part in civic activities directed at accruing benefits to the organization. Another way to improve community relations might be to increase organization's visibility and prestige within a community. The organization could invite community groups to tour its plant or offices, or could make its facilities available to such groups for meetings or events and encourage employees to participate as well.

Media Publicity can help establish an organization's image and reputation in the community in which it operates and be perceived as beneficial to society and helpful to individuals in need. There are plenty of charitable organizations getting media coverage out there; in newspapers and magazines, and on radio and TV, but may not be getting appropriate publicity they need to raise money for their activities. 'Social Media' is a phrase we're all hearing a lot lately, within the last decade and refers to using applications like Facebook, LinkedIn and Twitter to promote organizations and their objectives. Fundraisers are promoting the use of these applications because the reach is huge: Facebook alone has more than 500 million users, 50% of whom are "active users" who log on every day. Twitter signs up about 300,000 new users every day, according to the Huffington Post <http://www.huffingtonpost.com/2010/04/14/2.html> downloaded on 12 February 2011.

1.1.4 Contextual Background

Figures indicate that NGOs have increased from 160 registered NGOs in 1986 to over 4,700 in 2003 (Angey & Nilsson, 2004). Trends in the increase of NGOs were also observed by Ridell & Robinson (1995), who attributed the rapid growth to the positive and warm attitude in the donor world and the moral support by the government that created an enabling environment for the operation of NGOs.

In Uganda, NGOs are regulated by different statutes but the main one being the NGO statute of 1989. NGOs registered under this statute must further be registered either as company or have a body of trustees registered in its names (Barya, 2003). NGOs increasingly became

involved in community interventions with the ushering in of the NRM government 24 years ago. During this period, NGOs addressing a multiplicity of social needs were established.

Despite Uganda's recent economic growth and the significant progress made in the fight against HIV/AIDS for example, it still faces numerous challenges. Uganda is 156th out of 179 countries on the Human Development Index (URCS Disaster Management Plan, 2009). The population totals 29.9 million with a high annual population growth of 3.2 %, life expectancy at birth is 50.7 years, 40 % of people are without access to improved water sources and 23 % of children less than 5 years are under weight for age. Natural and human induced hazards such as floods, epidemics, road/ industrial accidents, fires, droughts, water logging, population movements and conflicts are the frequent occurrences in Uganda. These adversely affect the people and development of the country, as they result in the loss of lives, property and destruction of infrastructure. The magnitude of rural poverty leading to increasing rural to urban migration and high urban population density accentuates the rising level of vulnerability to catastrophic episodes affecting life and livelihood.

Since its inception in 1939 as a small women's emergency organization, URCS has continuously relied on donor support to fund its operations. For example, according to URCS Annual Report (2009), external support accounted for 90% of overall budgetary expenditure excluding Uganda shillings 5 billion in donations for Teso-Flood disaster interventions the same year. According to URCS Strategic Plan (SP 2007-2010) a strategy was crafted for "Resource Mobilization and Partnership expansion" through expanding its Fundraising base and development of new partnerships, in order to reduce over-reliance on a few donors. The expanded Fundraising base

targeted among others; government grants, specific project grants, and sponsorship for income generating public events.

URCS is the largest and longest serving indigenous humanitarian organization in Uganda with a nation-wide network of 150,000 volunteers with 45 branches in 58 districts of Uganda established by an Act of Parliament (The Red Cross Act No. 23 of 1964) which defines its roles and responsibilities. The National Society has a disaster preparedness program whose objective is to strengthen the capacity of the URCS and the community to predict, where possible prevent disaster, reduce their impact and cope effectively with the effects of disasters. The program handles all natural and conflict emergencies through a chain of staff and volunteers at both the headquarters and field level. URCS in its strategic plan (2007 - 2010) lays its emphasis on public awareness to ensure that the society is better known, explained and supported through various publications and publicity, media dialogue and other diverse means of dissemination. The broader intent is to continue to improve and maintain the URCS corporate image through publicizing its services in various media and providing for feedback from the public to service providers for action in line with URCS' constitution and mandate. The society will continue to expand her funding sources by developing and implementing appropriate resource mobilization interventions. The focus is on diversifying and developing sources for the society to achieve her objectives. The above shows that URCS is committed to raising resources for supporting its disaster fundraising activities and needs to vigorously let people know about what they are intending to do so as to gain their support this is through public relations.

1.2 Statement of the problem

Disaster is a family word in Uganda dating back to the earliest recorded disaster in an earthquake of 1897 (Uganda National Report, 2005). These rampant disasters have caused a great deal of suffering and loss of property and productive capacity for the people of Uganda. While experiencing a wide range of disasters that directly affect a large part of the country the most frequent occurrences have been: displacement of persons as a result of civil strife; famine as a result of drought; earthquakes; disease epidemics; livestock and crop diseases; flooding and landslides as a result of heavy rains and poor environmental management and technological accidents. New on the scene is the phenomenon of terrorism (Uganda National Report, 2005).

Disaster management is one of the core areas in URCS that focuses on providing humanitarian assistance to vulnerable populations and communities in Uganda through preparedness, rapid response, tracing and mitigation or risk reduction.

Review of the organizations records revealed that the URCS National Strategy (NS) is seeking for a change in basic disaster risk management framework through the adoption of the Disaster Risk Reduction Approach (DRRA) at the community levels, with the support and involvement of partners in the planning process and resource mobilization (URCS, Disaster Management Plan, 2009). The overall budget for this plan is Uganda Shillings 4.6 billion of which 870 million shillings was available from the International Committee of the Red Cross (ICRC) and the URCS

The situation on the ground indicated that most of the funding was availed by ICRC and it was partial and no one else had committed funds for disaster interventions. This resources gap if not addressed will see a number of good community interventions delayed due to the absence of public relations.

1.3 General Objective

The general objective of this study was to evaluate the contribution of Public Relations to Disaster Fundraising in Non Governmental Organizations (NGO's), using a case study of the Uganda Red Cross Society (URCS).

1.4 Specific Objectives

The following specific objectives guided the study;

1. To establish effect of Donor Relations on Disaster Fundraising in URCS
2. To determine the contribution of Employee Relations to Disaster Fundraising in URCS
3. To examine the effect of Community Relations on Disaster Fundraising in URCS
4. To assess the effect of Media relations in Disaster Fundraising in URCS

1.5 Research Questions

To achieve the above specific objectives the following questions were asked during the study:

1. Does Donor Relations affect Disaster Fundraising in URCS?
2. What is the contribution of Employee Relations to Disaster Fundraising in URCS?
3. What is the effect of Community Relations to Disaster Fundraising in URCS?
4. What is the effect of Media Relations on Disaster Fundraising in URCS?

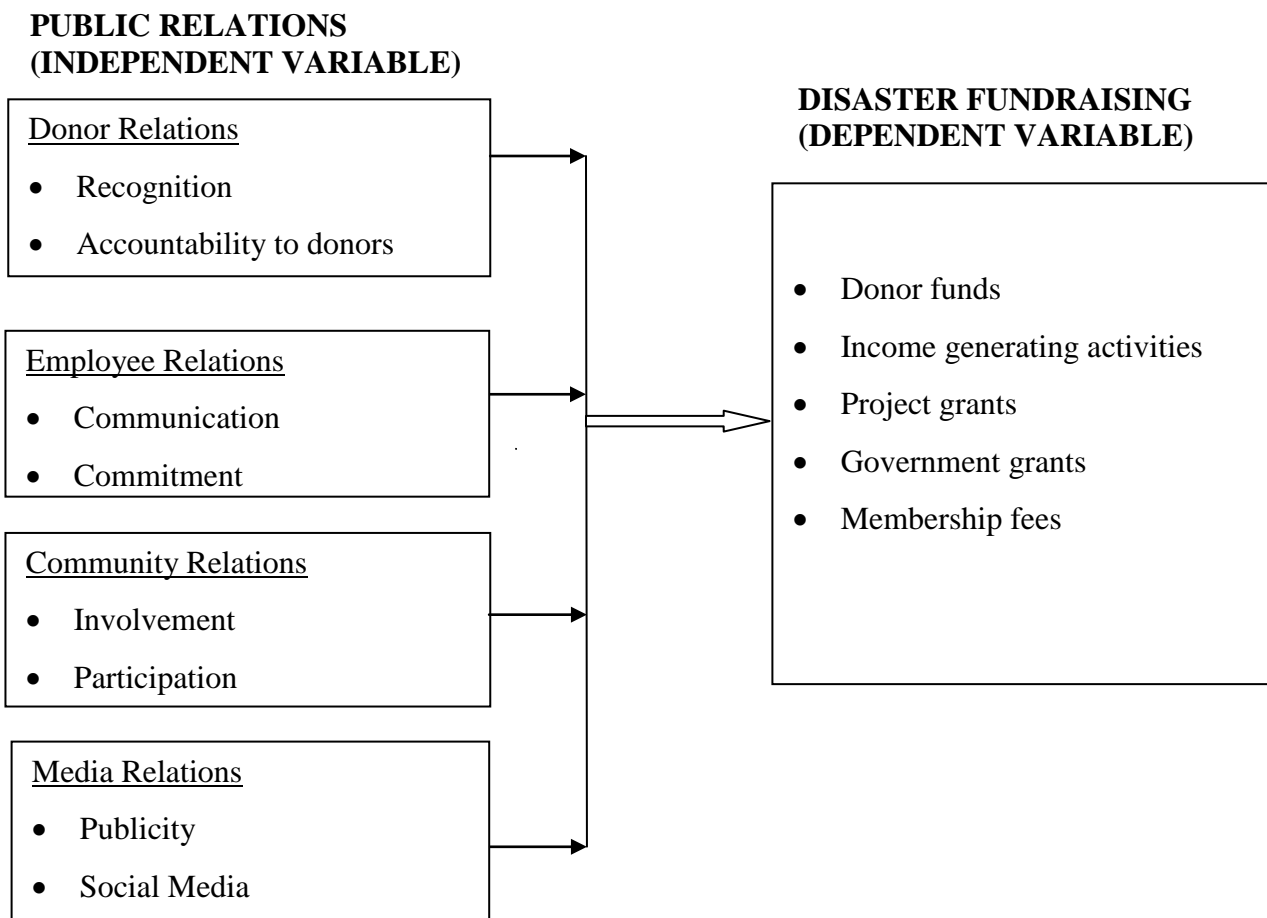
1.6 Hypotheses of the study

1. There is significant relationship between Donor Relations and Disaster Fundraising.
2. There is significant relationship between Employee Relations and Disaster Fundraising.
3. There is significant relationship between Community Relations and Disaster Fundraising.
4. There is significant relationship between Media Relations and Disaster Fundraising.

1.7 Conceptual Framework: Public Relations and Disaster Fundraising

In order to analyze the contribution of Public Relations to Disaster Fundraising in the URCS, four concepts were operationalized; the Donor Relations concept, Employee Relations, Community Relations and the Media Relations (Robbins, 1990; Ashforth & Mael, 1989; Tench & Yeoman, 2006). For the purpose of this study, Public Relations was conceptualized as the Independent (cause) variable, while Disaster Fundraising the Dependent (effect) variable. The framework model was adopted and modified from Grunig's version of the Systems theory (Grunig & Hunt 1984).

Figure 1: Conceptual framework: Contribution of Public Relations to Disaster Fundraising



Source: Adapted and modified from the Systems theory (Gruning & Hunt 1984) and Resource mobilization theory (McCarthy & Zald, 1973)

Donor Relations was perceived as an effort for an organization recognizing donations and being accountable to donors as a means for ensuring their continued support. Donors give to an organization because they believe you are making a difference in a cause they care about. Their gifts are investments in work they expect accomplished. So it follows that results are the best way to show recognition and appreciation. Donors would want to see what their gifts accomplished, for example specific facts and stories of how they changed the lives of real people. This is how they will know their money was put to the best use in the organization's programs and services. The organization can tell its donors, through newsletters, e-mail, and phone calls, how someone's life was changed by the programs they made possible.

While Employee Relations were characterized by an enabling environment where people who work in an organization engage in information sharing and are committed towards the organization's goals. Communication or information flow parse, is the science of ensuring that the organization's employees are knowledgeable about their own roles and that the organization is linked with the publics in which it operated.

According to Meyer & Hercovitch (2001), communities are the benefactors of disaster interventions by nonprofit making organizations and need to be involved in such organization's interventionist programs. An example of community involvement was demonstrated in 2009 Teso-Flood disaster where many international donors massively fundraised through international events and grants, while the rest of country contributed material gifts and food items and even participated in the distributing these relief items.

The conventional Media often provide coverage for Disaster Fundraising through the Newspaper prints, Radio and Television shows but limited scope. The new phenomenon of Social Media: Facebook, Twitter, LinkedIn all are electronic tools that can be used to reach out huge populations.

1.8 Significance of the study

This research is of significance to the URCS as it extends the knowledge base that currently exists in that field of Disaster Fundraising. Based on the findings of this study, URCS should be able to craft an appropriate Public Relations Policy that will improve the organization's public image and enhance its fundraising efforts. It is also expected that URCS will be more accountable to the donors and the public for any resources acquired for emergency programs.

The study sought to lay strategies that enhanced organizational public relations strategies so that disaster fundraising for the affected communities is achieved. The study will help the organization rethink through their activities and realign them within the available public relations plan so as to achieve the desired funds needed to help in disasters.

Lastly the study is a basis for further scholarly work and a good foundation for other research areas in the field of Public Relations and Disaster Fundraising.

1.9 Justification of the study

In a number of cases URCS has tried to address the issue of Disaster fundraising but with little success. These organization has a convincing Mission and objectives for its existence,

but lack the consistent public relations to ensure Disaster fundraising. This study therefore sought to find out information that will help URCS receive feedback from the public so as to boost their management decision making processes on disaster fundraising.

1.10 Scope of the study

Geographically the study was carried out among the employees of URCS. These made the staff sample add up to 29 respondents. There are different categories of resource providers but for this study they were limited to institutional donors with emphasis on International donors.

The target officers in the different organizations, the community, and media visited were the Directors, Finance managers or accountants as well as the Program managers bringing the total number of respondents for all organizations to 101. The strategic individuals that URCS collaborates with were also part of the scope for the study.

The content scope looked at the trend disaster fundraising in the four years from 2007 up to 2010 as this was the period when the organization has been experiencing an increased need for resources for its disaster interventions. The study was limited to the relationship between Public Relations and Disaster fundraising. Disaster fundraising was limited to Donor funds, Income generating activities, project grants, Government grants and Membership fees.

1.11 Operational Definition of Terms

Public Relations: is the planned and sustained effort to establish and maintain goodwill and mutual understanding between URCS and vulnerable communities in Uganda

Donor Relations: is the process of feed-back and accountability to the donors who give funds to URCS.

Recognition: expression of gratitude for a charitable contribution in a public way.

Accountability to donors: refers to the responsibility to justify money spent, decisions made and activities performed by an organization.

Employee Relations: refers to URCS policies and practices on staff retention and the behavior of work groups.

Communication: is defined as the transactions between individuals and or groups at various levels and in different areas of specialization that are intended to coordinate day to day activities in URCS.

Commitment: refers to a psychological state that binds the individual to URCS.

Community Relations: is the function that evaluates public attitudes, identifies the mission of URCS with the public interest and executes a program of action to earn public understanding and acceptance.

Participation: is an active process by which the community influences the direction, execution of a development project in order to enhance their well being in terms of income, personal growth, self reliance or any other values that they cherish.

Media Relations: involves the way URCS manages relationships with the media- all the writers, editors and producers who contribute to and control what appears in the print, broadcast and online media.

Publicity: this is a way URCS gets their message out to the world without the expense of advertising.

Fundraising: is the process of soliciting and gathering contributions as money or other resources by requesting donations from individuals, businesses, charitable foundations or governmental agencies by URCS.

Income generating activities & projects: describe small scale economic activities URCS undertakes which are ultimately expected to produce an income.

Government grants: are what URCS receives from the national and local government as a mechanism for the delivery of a wide range of services including social welfare programmes and community development.

Membership: is the method URCS uses to encourage supporters to get more involved with their cause.

Disaster: A natural or man-made hazard causing significant physical damage or destruction,

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

There has been much debate among scholars about the nature and purpose of Public Relations, a concept which was first developed by Dewey (1927). According to Dewey a public is a group of people who face a similar problem, recognize that the problem exists, and organize to do something about the problem. Even further theories emerged with recent studies on role of Public Relations in Disaster Fundraising (Carbone, 1989; Kelly, 1991). This chapter reviewed several theories, scholarly opinions and research findings on the concept of Public Relations and its relevance to Disaster Fundraising in non government organizations. The concept of Donor Relations, as well as the notion of Community applied to contemporary Public Relations and the Media Relations were also reviewed.

2.1 Review of Public Relations Theories

Segmentation of the general public is often explained with the help of Systems Theory. First proposed by biologist, Bertalanffy in 1968, general Systems Theory has evolved into an academic field of its own. One of its main advantages is that “it accounts for complex behaviors of and relationships between system components” (Botan & Hazleton, 2006). They defined systems as interrelated sets of parts or components that create a unique, bounded entity. Cutlip et al. (2000) gave the following definition of a system: “a set of interacting units that endures through time within an established boundary by responding and adjusting to change pressures from the environment to achieve and maintain goal states” In Public Relations, the set of

interacting units is the organization and the publics with which it interacts, or has relations: both are mutually affected and involved. However, the dominant school of thought in general systems theory approach defines the environment in rather vague terms, as elements and processes that can be linked together. None-the-less, Grunig *et.al* (1992) explained that Systems Theory provides a useful framework for building and maintaining relationships with strategic publics in a given environment.

The Resource Mobilization Theory (RMT) was developed by McCarthy and Zald (1973) and emphasizes on the ability for members of an organization to acquire resources and to mobilize people towards the furtherance of its goals. The RMT was premised on ideology of social movements by viewing individuals as rational actors that use formal organizations to mobilize and secure resources. RMT perceived social movement in two parts: First, as “people” joining social movement. Secondly, actions of the Social Movement Organizations (SMOs) themselves, that are aimed at self preservation. Together people will join social movements when the benefit of joining these groups outweighs the “cost” to that individual. While the ultimate goal of a social movement was to achieve some collective good its success or failure however, was determined by external factors affecting resource flow to and from the organization (McCarthy and Zald, 1987).

The Relationship Management Theory explains that relational management moves Public Relations away from “manipulating public opinion through communication messages” to a combination of “symbolic communication messages and organizational behavior” (Grunig and Ledingham, 2000). The relational management perspective holds that Public Relations balance

the interests of organization by establishing and maintaining “mutually beneficial relationships between an organization and the publics on whom its success or failure depends” (Cutlip, Center and Broom, 1994, p.2). The relational management perspective can be contextualized into several Public Relations functions including public affairs (Ledingham, 2001 a), community relations (Ledingham and Bruning, 2001), issues management (Bridges and Nelson, 2000), crisis management (Coombs, 2000) and media relations (Ledingham and Bruning, 1998 b, 1999). Center and Jackson (1995) observation that: “the proper term for the desired outcomes of Public Relations practice is public relationships. An organization with effective Public Relations will attain positive public relationships”.

The three theories discussed above all amalgamate into one concept known as “Public Relations” and the succeeding paragraphs will review the contribution of Public Relations to Disaster Fundraising in non government organization.

2.2 Public Relations and Disaster Fundraising

Public Relations comprises of four sub-components: donor relations, employee relations, community relations and the media relations. These are the tools an organization uses to reach out the public, making people aware of the organization and its works, so that when approached for support they already have heard of the organization and understood the importance of what it is doing (Greenfield, 1992; Sprinkel, 1997; Mullins, 1996). Public Relations as well contributes to organizational effectiveness when it helps reconcile the organization’s goals with the expectations of its strategic constituencies (Tench and Yeoman’s, 2006). This contribution has monetary value to the organization by ensuring quality, long-term relationships with strategic

constituencies. Each one of the sub-components of Public Relations is an essential ingredient to an effective Disaster Fundraising campaign.

2.2.1 Donor Relations and Disaster Fundraising

The responsibility for Disaster Fundraising includes respect for those who make philanthropic gifts, honestly dealing with those who support the causes in which they believe, and fulfilling the donors desire to make a difference and to feel good about giving. In simple terms, the donor and donor interests are the key elements of fundraising in away that, the relationships that the staff members forge between donors and the organization determine the level of donor support to the organization. Greenfield (1992) emphasizes that as organizations begin to recognize the true value of maintaining and upgrading donor's support, the roles of acknowledgement, recognition and stewardship or accountability shifts from being rote activities to being strategic actions.

2.2.1.1 Donor Recognition and Disaster Fundraising

Recognition is the start of a long lasting relationship between donors and the organization in which they invest (Greenfield, 1992). He stresses that donor recognition should be thought of not as the end of the fundraising process but as the beginning; donor recognition should be treated as the preamble, not as the post mortem. When done well and done often, it should be the beginning of the next task. In addition, recognition should be discussed with donors as a part of each master gift plan, each capital campaign decision, and each planned gift negotiation. It is important to make it stand out for donors early, whether or not they seek it, because it conveys the organizations honest appreciation for every major gift decision. As in other human relationships, the thought in this case is how the organization responds to a donor for a major gift decision.

Truly personal thank – you letters that come from the highest officers in the organization are a good step, especially if these executives have been directly involved in the solicitation of funds (Greenfield, 1992).

The key to using Recognition as a vehicle to honor donors is to plan and execute the design as early in the Fundraising campaign as possible. Recognition becomes more of a marketing instrument than a thank you and, when used in conjunction with Fundraising efforts, gives volunteers a much needed advantage in discussing, with donors, investments in the organization (<http://www.recognitionart.com/solutions/recognition-systems.cfm>). By incorporating elements from the organization’s history or current mission into the design, creates a sense of community with your donors. “There are reasons donors select to invest in an organization. Remind them — and any prospective donors — of those reasons by customizing the design’s details. Including a hierarchy of giving levels is an equally important feature in donor displays”. It has been experienced that even in completed Fundraising campaigns; once the display is unveiled there will be new donors wanting to join and current donors who will express interest in moving to a higher level or a different status. Donors invest in an organization for a reason and based on organization’s goals. There is a partnership between achieving the goals of an organization and achieving recognition for respective donors Some people want to be recognized and some want to be appreciated (https://www.recognitionart.com/resources/articles/dynamic-recognition-larry_greenwald.pdf). It is necessary to know the donors well enough to know what would be meaningful to them. Corporate donors tend to want any recognition they can get, while individual donors usually do not want a big fuss made over them. There are some things to keep in mind when recognizing donors such as; keep it simple and inexpensive, recognize corporate

donors in their offices, make sure the recognition is meaningful to the donor and make sure you have spelled the donor's name right and used the right name (Rees, CFRE). URCS needs to have efficient recognition plans to guide their operations in order to achieve their fundraising needs when a disaster hits and there is need for them to respond urgently.

2.2.1.2 Accountability and Disaster Fundraising

Accountability refers to the obligation of an individual, firm, or institution to account for its activities, accept responsibility for them and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property (www. Businessdirectory .com). Accountability is about being responsible to someone for actions taken; about being able to explain, clarify and justify actions. It implies that someone has a right to know and hold an organization to account; and that the organization has a duty to explain its actions. Charities have this duty because their purposes must be for the benefit of the public. When people donate, they are acting on their value, a certain level of emotion or commitment is associated with the decision to give (Sprinkel, 1997). As organizations are entrusted with the honor of working for the public good, nonprofits have a responsibility to use resources wisely and to hold themselves accountable to those who provide those resources, as well as to the public which has an interest in their work. This is especially important in light of the increasing call from donors, funders, and regulators for nonprofit accountability. Holding ourselves accountable is the foundation for enhancing trust in nonprofits sector (Sprinkel, 1997).

Sprinkel (1997) points out that the act of giving is a transformation. It transforms potential donors and current donors with greater potential into stakeholders; donors become donor

investors, keenly interested in how their gifts are used and what impact they will have on the organization and the community; they want a sense of ownership and connection. Well managed accountability provides opportunities for donors to deepen their interests and values. It also shows personalized appreciation and demonstrates proper gift usage as it increases harvesting periods. Centering an institution's accountability plans on donor needs creates the best opportunity for this personalized attention (Sprinkel, 1997). Fundraisers have an important part to play in the overall accountability and transparency of fundraising organizations. Fundraisers are often the main contact between charities and the public, and key to their work is communicating about causes, donations and outcomes and how the three interrelate. This aims to provide guidance for charities on what being accountable and transparent means, how to communicate with donors about best Fundraising practices.

The maintenance of relations with donors has evolved well beyond 'thank you' letters and other forms of appreciation at the time of the gift. Donor accountability is a lifelong investment built on mutual respect. Although most organizations continue to pay close attention to their donors, their sheer numbers and the continuous pursuit of new donors to meet every increasing fundraising goal can result in treating donors as part of a group than as individuals (Janice, 2008). Many non profits organizations being proactive about accountability to donors voluntarily communicate about their activities and invite inquiries on all phases of their operations. The benefits and privileges accorded to donors, plus a schedule of frequent communications are designed to enhance the relationship and seek even greater involvement by donors in active engagement with 'their' favorite charity (Janice, 2008). Accountability may be presented in every detail, but if this information is not easily understood by the audience, and if key facts

are hidden by the sheer volume of information, then the information is not transparent. Accountability and transparency go hand-in-hand, and involves being aware of who charities are accountable to, what the important pieces of information are, and how they can be communicated most effectively so as to enable the organization's fundraisers to raise resources when the need for them arises.

2.2.2 Employee Relations and Disaster Fundraising

Employee Relations is concerned with relationships between the policies and practices of the organization and its staff and the behavior of the work group (Mullins, 1996). Employees who identify strongly with their organizations are more likely to show a supportive attitude towards them (Ashforth and Mael, 1989) and to make decisions that are consistent with organizational objectives. Commitment arises from a combination of various factors. Some of the most common factors that determine commitment levels of the employees are, job satisfaction, recognition, appreciation from the seniors, work culture, remuneration, job challenges, responsibilities and healthy competition etc. Committed employees have displayed better performance in terms of serving customers, willingness to accept new problems, high quality work performance and desire to stay for long periods with the company.

Because individuals tend to identify with organizations that share similar characteristics to them and that they admire, organizations can increase employee organizational identification by emphasizing similarities between the organization and employees, and enhancing the organization's reputation. Mael and Ashforth (1992), mention that one strategy could be to improve their perceived external prestige since it has been shown to positively affect

organizational identification. Members of an organization will feel proud of being part of a well respected company as it strengthens their feelings of self worth to ‘bask in reflected glory’. Gennard and Judge of the Chartered Institute of Personnel and Development, pointed out that in this changed environment, the focus of employee relations has similarly changed. There is now greater focus on the individual employee rather than on the employees as a collective body. Collective relationships are now based on more cooperation in which both parties are motivated to add value to the organization. Such employment relationships are seen as based on the success of the enterprise in building employee trust; feelings of fairness and greater commitment, and enhancing the satisfaction employees get from their work, providing all employees with a voice to influence and be involved in decisions that are likely to affect their interests (employee voice) and helping the organization to improve productivity, profitability and efficiency.

2.2.2.1 Communication and Disaster Fundraising

Employee communication is defined as the communication transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations to implement objectives and to coordinate day to day activities (Frank & Brownell, 1989). When an organization engages in employee communication, the perceived external prestige represents how an employee thinks outsiders view his or her organization (and thus him or herself as a member thereof). Perceived external image also called ‘construed external image’ may result from various sources of information such as opinions of reference groups, word of mouth, publicity, external company controlled information and even internal information about how the company is perceived by outsiders (Dutton, 1994).

Communication between managers and employees is an important issue in any organization. Employees need guidelines from their supervisors, and the management wants input from the entire team. Most companies have little trouble communicating downward, but getting information to flow upward is more of a challenge. When employees stay quiet about what they need, the negative results can include missed opportunities, delayed projects, and failed initiatives. It became important that management was beginning to realize that happy employees could positively influence the bottom line (Semler, 2003). Semler (2003) adds that “at a company, profit, growth and quality will happen only once employees feel it is worthwhile to get up for work”. Effective communication is an important part of developing the relationships that make staff members want to wake up to work day after day. Communication between managers and employees began to be given particular prominence, from the works of Chester Banard in 1938. The likes of Hellriegel stated that “the functions of the executive were that people should continually communicate with one another and that managers’ main roles are to communicate with employees and motivate them to work hard in order to achieve the organizations goals (Hellriegel, *et.al*, 2001). Modern approaches such as Peters and Waterman’s Excellence Approach (1982) however, believe that firms whose organizational cultures value customers more than everything else out perform firms without this value. The customer is a source of information about current products, a source of ideas about future products, and the ultimate source of an organizations current and future performance. They also add that effective organizations continue to strive for improvement. Other scholars however, undoubtedly considered communication as a social and vital process applied to all phases of management. Organizations that seek for continuous improvement train employees to have better communication skills. This ensures that all possible channels to effectively exchange information

and views are always open so that employees are able to effectively pass on information to their intended publics in this case the donors, community and media with whom they interact during fundraising campaigns.

Desanctis and Monge (1999) emphasized that without communication, the boundary spanning among virtual entities would not be possible. A virtual entity is a soft ware for archiving digital files and used to store data in a decentralized data base on line (www.virtualentity.org). Electronic communication enables parties to link across distance, time, culture, departments and organizations thereby creating 'anyone/anytime/anyplace. Employee communication must play a strategic role in an organization to work effectively. That means that communication must be integrated into the company's strategy and recognized for its implications and effects. Many managers see employee communication as a 'black box' (A black box is a device, system or object which can be viewed solely in terms of its input, output and transfer characteristics without any knowledge of its internal working, that is its implementation is 'opaque' or black). Communication is either everything in the organization (vision, strategy, business planning, management meetings, information flow, knowledge management etc) or it is nothing more than publications intended to keep the communication staff busy and the employees informed of the company news (Desanctis & Monge, 1999).

Jackson (1959) asserts that communication within organizations is particularly difficult and explains this assertion as follows; an organization may be considered a system of overlapping and interdependent groups.... Each of the sun groups within an organization demands allegiance from its members.... The groups in an organization often represent different sub cultures...each

sub culture develops along with its peculiar value system of meanings. What is required to communicate effectively to members of different groups is a system of simultaneous translation. A permissive communication culture is necessary to help promote upward communication (Van Staden, Marx, Kritzing, 2002). They suggest several hints for more effective communications across levels in organizations, among them are: constantly keeping communication routes open, encouraging and enabling lower level staff to gain access to their superiors and a shorter communication chain that avoids the broken telephone effect and flattens the communication hierarchy. The necessity to get communication right should be considered a critical success factor for the organization; it has become harder, though, because of changes in the world of work over the past few years. This means that employees are no longer locked in lifers subject to command and control management. For the employee the challenge is threefold: to make sure that everyone who is a stakeholder in the organization understands the direction, the strategy, the operational context and the performance; to make sure that everyone who is a stakeholder in the organization understands and accepts what is expected of them in a given environment and to protect and enhance the organizations image.

2.2.2.2 Employees Commitment and Disaster Fundraising

Unless organizations understand the true nature of commitment and how to channel it effectively, many well intentioned initiatives will go to waste. Organizations that can successfully harness the commitment of their employees enjoy several distinct competitive advantages. They are able to execute their business strategies more successfully and are more flexible and adaptive to changing market conditions. They have an enhanced reputation in the market place and hence can attract and retain the best talent. They produce superior shareholder

value through lower operating costs and higher revenues and profits. Their employees demonstrate higher levels of integrity, support customers and colleagues more effectively and are more prepared to ‘go the extra mile’. In other words, in ‘high commitment’ organizations, employees deliver value in three distinct ways: *persistence* – longer tenure, reduced absence, improved punctuality, reduced stress; *citizenship* – more ethical behaviors, spontaneous ambassadorship, more proactive support for others, increased discretionary effort and *performance* – greater productivity, enhanced customer service, improved quality, higher outputs (Meyer & Herscovitch, 2001).

There are two dominant conceptualizations of organizational commitment in sociological literature. These are: first an employee’s loyalty towards the organization and secondly, an employee’s intention to stay with the organization. Loyalty is an effective response to, and identification with, an organization, based on a sense of duty and responsibility. One may use Herscovitch and Meyer’s definition: “the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed”. Loyalty is argued to be an important intervening variable between the structural conditions of work, and the values, and expectations, of employees, and their decision to stay, or leave. Positive and rewarding features of work are expected to increase loyalty, which, in turn, will reduce the likelihood of leaving. Loyalty becomes stabilized with employee tenure in the organization, which partly explains the negative relationship typically found between tenure and turnover. Intent to stay is portrayed as effectively neutral, and focuses on an employee’s intention to remain a member of the organization. It is much closer to economists’ ideas on how weighing the costs of leaving versus staying, determines the employee leaving or staying. Hagen

defines this form of commitment as the employee's expected likelihood of remaining employed in the same organization. Theoretically, it is viewed as an intervening response to structural conditions of work, as well as conditions of work elsewhere, or to not working at all (Meyer & Herscovitch, 2001).

An organization needs to be able to harness employee commitment effectively in order to ensure that it is directed towards the achievement of the organization's strategies and goals. Certain conditions need to exist for this to happen: an appropriate talent pool, the organization must first ensure that its recruitment and selection practices succeed in securing the calibre and type of employee that will fit with the company's culture, ethos and values. Employees must understand what is expected of them and how this relates to the bigger picture, organizational direction. Employees need to be equipped with the skills and competencies to enable them to operate effectively and enhance their contribution to the organizational fundraising. This entails a focus on both formal and self directed learning and in particular developing the team working and flexibility necessary to enable the organization to be responsive and adaptive and finally effective deployment and support. Employees need to be deployed in roles that play to their strengths and provided with the autonomy and empowerment to enable them to be effective. They must also be equipped with the tools, techniques and information necessary for effective discharge of their role. Only when these conditions exist will employees be fully motivated and equipped to provide the consummate effort associated with high commitment organizations (<http://www.cerusconsulting.co.uk/commitment.pdf>).

Nonprofit organizations particularly public charities depend on several revenue sources to sustain or increase their annual operating budget and similarly, URCS needs resources to be able to respond to disasters. These sources may include fees for services, reimbursement from third parties, interest and investment earnings, membership dues, unrelated business income and in-kind gifts as well as grants and contributions from individuals, corporations, foundations and others. The employees are responsible for ensuring that the organization has adequate resources, and Fundraising often becomes one part of that duty. In any situation where an organization finds fundraising necessary, employees should actively participate by contributing time and effort, as well as money, to emphasize their personal commitment. Strong, direct evidence of the employees support whether personal contacts, public appearances or appeals, recognition activities and/ or monetary contributions helps build the case for others to join in support of organization's Mission and Vision.

2.2.3 Community Relations and Disaster Fundraising

Community relations can be explained as mutually beneficial partnerships with one or more stakeholders to enhance the organizations reputation as a good "Corporate" in the eyes of the public. The stakeholders usually are the target audiences for any organization and include customers, suppliers, media, employers, trade unions, politicians, local government representatives, community organizations, key opinion leaders, educationists, environmentalists etc., (Tench and Yeomans, 2006). They stated that Community Relations can influence a corporate reputation of an organization and has increasingly become an important measure for individual and institutional investors to determine the quality of an organization they wish to support. Charity Organizations are under pressure to invoke strong partnerships within the

community in which they operate, with the ultimate goal to establish positive relationship and credibility with members of the community and be known as a “good neighbor” (Tench and Yeomans, 2006). An organization for this purpose, can implement programs supportive of the community ranging from conducting educational workshops (e.g. for teachers, parents) to participating in community events, for instance sports events intended to fundraise for a specific cause. The adage “people give to people” is true in that the community is willing to get involved and participate in affairs affecting “their own” (Tench and Yeomans, 2006).

2.2.3.1 Community Involvement in Disaster Fundraising

Community involvement is the process of engaging people in the proximity of your organization and getting them to own-up their contribution to the programs of that organization. Involvement implies teamwork and collaboration. According to Pamela (1999), the challenge is how to create an appropriate institutional framework that allowed efficient and flexible implementation and transparent management, while at the same time providing opportunities for involving the community in the organization’s programs. People who live in a given community often know more about how to regenerate their area than supposed ‘experts’. This does not mean that they do not need outside support, but it means they have to play an integral part in planning and implementing the solution (www.atu.org.uk/support/wiki/communityinvolvement/). By involving the community makes it stronger in itself; equipping people to take charge in developing their communities leads to the eventual build up of that community. Involvement maximizes the effectiveness of services and resources by increasing community activity and volunteering. We need local strategies developed with local people to meet the needs of these local people... voluntary organizations and other service providers with the common objective of

improving quality of life. Making best use of community resources available becomes difficult without real commitment from the community. Involvement creates sustainability and that “real sustainable change will not be achieved unless local people are in the driving seat as a key to ensuring long term sustainable change” (<http://www.communities.gov.uk/documents/corporate/pdf/145250.pdf>). Communities are inspired to support an organization with its fundraising programs when they are engaged in activities in their areas of origin and feel that they are part of a change to their communities.

2.2.3.2 Community Participation in Disaster Fundraising

Nelson and Wright (1998) explain participation as peoples’ empowerment and that it is linked to building capabilities to respond to issues as they emerge. Understanding participation implies understanding power: the ability of the different interests to achieve what they want. Community participation is about consultations, transformation and self-mobilization. It will also depend on people’s confidence and skills even if it means working closely with unfamiliar people, with whom one has little in common, or sometimes who make one uncomfortable (Norman, 2000).

Some scholars however, claim that many organizations are unwilling to allow people to participate in their programs because they fear loss of control: they believe there is only so much power to go around, and giving some to others means losing their own. Whereas communities are generally viewed as a homogeneous and harmonious unity, where the members are considered to have the same priorities and concerns, according to Leach *et.al* (1997), serious considerations to social, cultural and economic differences and their implications have been remarkably absent. Rather than common beliefs and interests, diverse and often conflicting

values and priorities occupy the community and hence deter capability of acting collectively towards common goal. In Paul's words "community participation can be used to prevent conflicts and to stimulate cooperation and agreement between different actors in complex activities like fundraising for an organization" (Paul, 1987).

2.2.4 Media Relations and Disaster Fundraising

The media is the lifeblood of effective Public Relations, knowing what to expect out of the media and what they expect out of you leads to getting maximum exposure. Media relations involve working with various media for the purpose of informing the public of an organization's mission, policies and practices in a positive and consistent manner. The goal of Media Relations is to maximize positive coverage of their events in the mass media and yet uniquely many organizations have no control over media. Because of this, there is need to encourage two-way communication platform (Jane, 2008). The Fundraising profession indulges the media into its programs in two-fold: first the media coverage, that involves coordinating directly with the people responsible for producing news and features in the mass media, generally known as press releases. Secondly, the media can be used for profiling an organization purposely to create an international image; this is a new phenomenon known as social media, Examples of such software are Face book, Twitters and Link In. Ironically, as much the media is often well-intentioned, Media Relations varies from extreme antagonism to friendly collaboration, from overkill to disinterest and treachery, from a distant accord over news, issues and information to a gossip machine that can lose control (Smith, 1995).

2.2.4.1 Press Coverage

Press coverage may be print or electronic which include the newspapers, television and radio broadcasting; the main means of mass communication. The role of the media is to report events that it feels will be of interest or concern to its readers. Journalists and reporters use a variety of sources and contacts to discover what is happening in an area, but they cannot possibly discover everything that is going on. Local newspapers in particular are always anxious to hear from charities and voluntary groups about any new community services being set up or developments taking place that their readers would like to read about (Gilchrist, 1997). Gilchrist (1997), mentions that the same applies to radio and television stations, except that they are more likely to be interested in interviewing people about the events rather than simply reporting them. The sound or sight of people talking about things they are doing in the community is usually more dramatic and compelling than having them read out in a new bulletin. Radio presenters can make ‘special appeals’ for items to help people in the community.

There is of-course, challenges that go with press coverage as a media for dissemination of Fundraising programs of charities. For instance, despite URCS’s continued stage managed talk shows in several media houses, findings were that public understanding of the Red Cross work was still limited and coupled with increasing competition from local and international NGOs (MTR, URCS 2009). There is still need for deliberate effort to bring URCS interventions to the attention of the public and other stakeholders especially district authorities and those in leaderships. Volunteers who vend for the organization were lowly motivated and the result was that the volunteers were not fully engaged in advocacy and yet Fundraising and dissemination through media and net working may be limited due to accessibility.

2.2.4.2 Social Media

Today, social media has changed the game of Disaster Fundraising. With the surge of Facebook, Twitter and other social networks, you can reach a much wider audience to raise money for your cause. The success of such online efforts varies widely: 30,000 runners in the Flora London Marathon raised \$7.3 million through the online fundraising platform Justgiving. On a smaller scale, the Trail of Tails Pet Walk and Festival raised \$41,000 for the Jacksonville, Fla., Humane Society using social media tools. And New York dancer Amanda Gravel raised \$988 using the widget ChipIn for the campaign against breast cancer (<http://www.socialbrite.org/2010/05/28/19-tools-for-fundraising-with-social-media/>).

How did it work for them? Social tools now make it easy to solicit donations using fundraising widgets or badges, social networks like Twitter and Causes (part of integrated with Facebook). With Network for Good or PayPal usually handling the transaction, the solicitors can concentrate on sharpening their message and targeting the right recipients. Not all take the same approach: Some let you add advertising to your site, or create personal webpages, as a way to support your cause instead of ponying up dinero. Depending on the size of your campaign and budget, cause advocates and small nonprofits now have lots of tools to choose from —there are 24 tried-and-true tools for online fundraising. How many have we used URCS?

ChipIn: The easy way to collect money. ChipIn is the most popular widget used by fundraisers today for distributed fundraising. It's a simple tool you can place on your website or on a Facebook profile page. It amounts to a donate button that comes with a thermometer that measures the campaign's progress. If you don't have a site, you can subscribe to ChipIn and

they'll host your campaign for free. Subscribing to ChipIn is free, but you'll need to set up a PayPal account to process donations. Every monetary contribution made through ChipIn is charged at a rate beginning at 2.5 percent of the amount donated.

GlobalGiving: Donate to grassroots projects. GlobalGiving is an online marketplace for philanthropy where anyone can post an idea and get it funded. The nonprofit connects donors with community-based projects that need support in the United States and abroad. You select the projects you want to support, make a tax-deductible contribution and get regular progress updates — so you can see your impact. The organization sustains itself with a 15 percent optional fee you can add so that 100 percent of your donation goes directly to the project.

Change.org: Empowering people to take action. A social enterprise, Change.org helps to raise awareness about important social causes and to empower people to take action, chiefly through partnerships with leading nonprofits. Actions might range from joining an organization and making a personal pledge to signing an online petition or calling a congressperson's office about an issue like homelessness or sustainable food. In addition to signing petitions or leaving comments, you can raise funds by creating a page with photos, videos, logos and supporting materials. Change.org's fundraising pages use donation widgets with progress thermometers that track the amount raised. Basic membership is free; it costs \$20 a month for those who want customized pages. Donation processing fee: 4.75 percent for every transaction.

ChangingThePresent: Make the world a better place. ChangingThePresent is a nonprofit that connects you with more than 1,500 meaningful if nontraditional charitable gifts — for instance,

“stop global warming for \$20” or “adopt a tiger for \$40.” Browse by cause or nonprofit to find a gift for friends or for your own charitable giving. The service also encourages donors to make simple donations of any amount through their home pages. A premium profile costs \$100 per year. Donation processing fee: 3 percent of each donation plus 30 cents.

Razoo: Experience the joy of giving. Razoo is a new way to donate and raise money online. Whether you want to donate money, run a fundraiser for your favorite nonprofit or raise money as a nonprofit, Razoo offers simple, secure tools to achieve your goals. A nonprofit based in Washington, DC, Razoo helps donors find inspiring giving opportunities and helps nonprofits and volunteers with fundraising pages, social media tools and donation processing.

Causes: Empowering anyone to impact the world. Causes is a wonderful way to gain attention for a cause. Co-founded by Sean Parker, an early member of Facebook’s executive team, Causes allows fundraisers to solicit donations from their own contacts and recruit volunteers who want to participate on behalf of a cause. People who use the site as a way to socialize can also participate in fundraising ideas by posting Cause profiles on their Facebook page. Donation processing fee: 4.75 percent through Network for Good; only Facebook members anyone can donate.

Givezooks!: Support a cause in minutes. Givezooks!, an online fundraising platform, lets individuals, nonprofits, foundations and companies create an account and start raising funds for a cause. It’s new givezooks!eventslets nonprofits create and publish events online, create, send and track email invitations and reminders, promote causes through Facebook and Twitter, sell tickets

and manage RSVPs. Transaction fee for events: 2.5 percent per ticket purchased or donation received (up to a maximum of \$19.95/per ticket). For online campaigns for nonprofits, monthly subscription fees start at \$129/month with no transaction fee.

FirstGiving: Tools to benefit charitable causes. FirstGiving is a U.S. subsidiary of U.K.-based JustGiving. The site provides easy-to-use tools to benefit charities. Subscribers are able to fundraise through their own Web pages on the site. The basic platform of is free. For those who want to customize their pages and to link them back to their own sites, the annual fee is \$300. Donation processing fee: 5 percent plus 2 percent for credit card processing.

SixDegrees: Spread a ripple of good. SixDegrees.org, an affiliate of Network for Good, enables social networking with a social conscience. Through the site, you can support your favorite charities by donating or creating fundraising badges — as well as check out the favorite causes of other people, including celebrities. Through tools such as donation widgets, which can be posted in places around the Web, people are encouraged to give to causes easily. The badges provided by SixDegrees can be customized by adding photos, videos and other narratives. Progress is tracked at the top of the badge, though the badges do not have thermometers. Donation processing fee: 4.75 percent with no setup costs.

RT2Give: Retweet a worthy cause, give \$10. RT2Give is Twitpay's fundraising solution for nonprofits that handles secure processing of donations over social networks such as Twitter. Last month on World Malaria Day, three organizations teamed up for a week and used RT2Give to raise money for disease-preventing bed nets. (Each \$10 donation was matched by the Case

Foundation up to \$25,000.) Twitter itself used the TwitPay platform for donations to its Hope140 campaign to #EndMalaria. The site can use some copy editing: It says “pay with bank account,” but then asks for your credit card number. Expect to see a lot more of these campaigns on Twitter (note: Twitter-based Tipjoy bit the dust last year).

JustGive: Removing barriers to charitable giving. By setting up a fundraising page on JustGive, nonprofits can solicit donations and set up a Donate Now button that they can use on their own sites. Donation processing fee: 3 percent with no set-up costs or monthly fees.

Crowdrise: Using social networks to raise funds. Crowdrise is a new service that gives cause supporters an easy way to crowd-source fundraising. Whether you’re running a marathon, volunteering or have causes that you care deeply about, create your own fundraising pages, choose from over a million charities to raise money for and then share them on social networks. Crowdrise provides incentives to users by awarding bonus points toward prizes.

YourCause: Fundraising through personal Web pages. The mission of YourCause is to empower individuals to change our world — leveraging your own voices, networks and spheres of influence to improve the lives of others. The dedicated and accomplished YourCause team is committed to supporting and facilitating the efforts of a caring member community and the causes they champion so passionately.

Better The World: Raise money for causes by surfing. Better The World is a platform that lets you raise money for your cause simply by surfing the Web — and downloading a sidebar that

will be used to display relevant ads on the pages you visit. Charities spanning the whole world have partnered with the company to give users everywhere many options to choose from.

Pifworld: Play it forward. The letters PIF in Pifworld stand for “play it forward.” Playing it forward is donating online to a charity project and inviting friends to do the same. The Amsterdam-based site launched in March 2009 and currently has over 45 charity projects on the platform. By mobilizing communities, together we can create positive change and eventually help wildlife, save a rainforest or build a school.

PincGiving: A platform for online fundraising. PincGiving helps corporations and charities with their philanthropic goals. Donate to the charity of your choice in the USA, Canada, UK and Australia; enable fundraising on your organization’s website; create a peer to peer fundraising campaign or access millions of dollars in grant money, all in the currency of your choice.

Universal Giving: Donate or volunteer for global causes. Universal Giving is a marketplace that allows people to give and volunteer with top-performing projects all over the world. The organization passes along 100 percent of the donations you make to the nonprofit of your choice.

SocialVibe: Partnering with brands to support charity. SocialVibe is a micro-fundraising social media utility that connects nonprofits and individuals with brands, empowering them to engage with sponsors and share branded content with their social graph to benefit their causes. SocialVibe has raised over \$700,000 for more than 40 nonprofits by getting corporate partners to engage in a more interactive means of advertising. Users of the site don’t have to donate money

at all as corporate sponsors do all the donating. Individuals are simply encouraged to donate space on their social network sites by adding the SocialVibe widget to their MySpace, Facebook or other networking pages or blogs.

Giving Impact: Empowering supporters through sharing. Giving Impact, a Web-based service from Minds on Design, describes itself as “an online fundraising platform for nonprofits that empowers supporters through sharing and offers organizations flexibility to run multiple campaigns with a custom donation experience at an affordable price.” Like any new venture, proceed with caution, but we wish them well. Giving Impact charges a monthly fee of \$30 with a \$1 transaction fee for donations under above \$20; donations are handled through PayPal.

Artez: Turn supporters into fundraisers. Artez Interactive provides a suite of online fundraising tools that let you tailor a campaign to your nonprofit’s specific needs. Supporters can easily make donations and purchase tickets to an event. Artez also make it easy for you to extend your event or cause’s brand into the realm of social media, and it provides customers with a rich set of reporting tools.

Convio: Converting fans into lasting donors. Convio provides marketing, fundraising, advocacy and donor database tools to nonprofits. Its TeamRaiser for Special Events module allows users to translate their mission into online or integrated marketing programs that can acquire, engage and convert individuals into becoming lasting supporters. Users are able to set up individual and team fundraising pages with measurement and reporting capabilities. Constituent360, an online constituent database, is included as part of TeamRaiser.

Care2: Access to a huge community of social activists. Care2 doubles as both an online community with more than 12 million people who actively involve themselves in both social and environmental causes and as a platform for activism and fundraising. By bringing together nonprofits, individuals and socially responsible businesses, it is able to help nonprofits and companies find new supporters for their causes and in the process help them grow targeted email lists of supporters, activists and potential donors. About 500 large and mid-size nonprofits have used Care2's social networking strategies, which include its click-to-donate races, email strategies, online petitions, healthy living solutions, eco-shopping and e-cards. Campaign fees start at about \$5,000.

Donor Perfect: Helping cultivate donor relationships and achieving terrific fundraising results. Donor Perfect comes in packages for small and growing nonprofits and packages for mid-size and large nonprofits. Depending on the size of your organization, Donor Perfect offers an online software solution to encourage giving among your supporters. Smaller packages are priced at \$39 and \$119 per month and the premier package costs \$199 per month.

Kintera: Supporting your organization's walkathon and other "team" fundraising events. Kintera's Friends Asking Friends is being used by larger nonprofits such as Amnesty International USA. Since it allows the creation of sophisticated and customized distributed campaigns for fundraisers with multiple pages, it has become a convenient tool for many large-scale campaigns. With the use of this software, administration can be centralized no matter how many the supporters and volunteers there are or how many pages had been set up for the

charity's purposes. Setup fee for Friends Asking Friends is \$1,400, plus a percentage of each donation solicited.

2.3 Summary of literature review

The literature review demonstrated that, although there has been a lot of debate about the nature of Public Relations, the common thread which can be identified is the concept of knowing your publics and targeting your communication at them. There are two main ways in which the public can be categorized; first the stakeholders who are linked to the organization through their occupations and second, the situational public who are linked to the organization based on their perceptions of a specific situation or problem. In Disaster Fundraising situation, mutually inclusive interaction between the donors, employees of an organization, the community, and media all define what is known as Public Relations: existing through these publics sharing attitudes, opinions, knowledge and information.

Four theories were reviewed: the System theory that described the formation of sub-systems into one entity called an organization, the Resource Mobilization theory and its social movement approach and lastly, the Relationships Management theory responsible for an organization's image creation and the Chaos theory. The study further reviewed the perceptions of key players in Disaster Fundraising of non government organizations and these included: role of donors, organization's employees, and the community in which the organizations operate and use of the media. The major sources of funds were also discussed. They included incomes from donations, government and project grants, income generating events and membership fees.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter on methodology explains a research framework for the study. This chapter also elaborates the research design used. A case study design was adopted to establish the contribution of Public Relations to Disaster Fundraising in the URCS. Case studies are useful in understanding social relationships and are used to explore or to challenge an existing theory (Saunders *et.al*, 2007). A combination of several sampling techniques was applied in selection of the sample including cluster and random sampling and a complete census where populations were reasonably small. Quantifiable data was collected mainly by use of a close ended questionnaire while qualitative information was obtained through interviews and review of existing literature on the subject. Popularly used software for social research, SPSS was the analysis tool used during this study.

3.1 Research Design

A research design is a plan of various research operations in order to yield information about the subject of research. The case study design was used for this study. Case studies make an intensive investigation on the complete factors that contribute to the individuality of a social unit. They emphasize detailed contextual analysis of a limited number of events or conditions and their relationships (Martin E. Amin, 2005). Case study is used to examine contemporary real – life situations and provide the basis for the application of ideas.

3.2 Study population

The study population $N = 180$ was determined from a cross section of stakeholders including: all members of staff of URCS at Head Office, representatives from key donors within Kampala who supported URCS activities, members from the disaster prone community around Kampala City, representatives of media houses in Kampala and government Ministry of Finance, Planning and Economic Development. The study was restricted within the proximity of Kampala City. From a target population of **180** respondents a sample size of $n = 120$ was selected and were all interviewed.

3.3 Sample size and selection

The sample size for this study was determined according to model table by Krejcie and Morgan, 1970 usually applied for social research. All the 29 URCS staff at Head Office at the time were included in the sample. Representatives from 7 donor representatives from agencies operating in Kampala were also included in the sample, 4 media representatives, and similarly 4 representatives of the Ministry of Finance, Planning and Economic Development (MoFPED), were included in the sample. A total of 76 respondents from disaster prone communities were randomly selected from 4 clusters based at each of Divisions of Kampala City. In this case, the researcher identified a specific zone in each division and interviewed 19 respondents. Table 2 shows study sample size.

Table 1: Study Population, Sample Size and Sampling Techniques

Category	Population	Sample Size	Sampling techniques
URCS Staff	29	29	Census
Donors	7	7	Census
Community (Bwaise, Kisenyi, Kinawataka, Ggaba)	136	76	Cluster/ Random sampling
Media	4	4	Census
MoFPED, Uganda	4	4	Census
Total	180	120	

Source: R. V. Krejcie and D.W. Morgan model Table, 1970 as cited by Amin M. E (2005).

3.4 Sampling techniques and procedure

A census is the procedure of systematically acquiring and recording information about all the members of a given population. In this study the entire number of staff at URCS Head Office was interviewed. Similarly guided by information from PRO, head of fundraising, representatives of all 7 key donors that supported URCS Disaster Fundraising programs were interviewed and the same applied with the media houses. Four government officials from MoFPED were those responsible for government grants for disaster interventions.

Area Sampling is a sampling technique used when the research pertains to populations within identifiable geographical areas. For the purpose of this study, Kampala Central Division was excluded from study population, being more developed and less prone to disaster. In this study a specific locality in each of the other 4 Council Divisions were used to group the local

communities into study areas. The specific localities constituted areas from which the respondents were selected using Simple random technique. The implication is that a combination of area and Simple random selection techniques was the approach used to select 19 respondents from each of 4 areas: Bwaise for Kawempe Division, Kisenyi for Rubaga Division, Kiwanataka for Nakawa and Ggaba for Makindye Division respectively. Total number of respondents representing the local community therefore stood at 76 as indicated in table 2.

3.5 Data collection methods

Data collection methods are an integral part of a research design. The researcher used both qualitative and quantitative approaches for collecting the data. Oral and audio interviews and documentary review were used for the qualitative data which was largely secondary data, while quantitative data was collected using a structured questionnaire and which were administered personally by the researcher. The questionnaire was designed with a set of questions such that the respondents reacted in writing themselves.

3.5.1 Questionnaire

This method involved having formulated written questions that were used to obtain important background information about the study from the study population. The respondents recorded their answers within closely defined alternatives. In this study the questionnaire was administered personally by delivering to the respondents.

3.5.2 Interviews

The researcher interviewed respondents face to face and recorded information concerning URCS Disaster Fundraising activities. Interviews were guided using an interview checklist and started

with seeking appointment with the respondents, then posing questions appropriate to the research study while responses were captured from the respondents either in written or voice recorded for subsequent analysis. Audio recordings were useful when respondents could not find time for the researcher to take written statements but could spare time to oral respond to the interview. These were common cases with donor agencies often too busy and the staff at MoFPED who were even very difficult to meet in the first instance.

3.5.3 Documentary Reviews

The researcher made use of journals, magazines, reports, the Internet, newspapers and abstracts from previous researches related to Public Relations and Disaster Fundraising in non profit organizations. The researcher accessed several official documents provided by URCS including: URCS Strategic Plan 2007-2010, Disaster Management Plan, 2009, Planning, Monitoring and Evaluation 2009, URCS Communication Policy, Departmental annual reports 2008, Disaster Management 2008 annual report, and Organizational Development 2008 annual report. These documents provided in depth information on URCS Public Relations development framework and also information on its Disaster Fundraising programs.

3.6 Data collection instruments

3.6.1 Questionnaire

The main data collection tool for this study was a well designed structured questionnaire consisting of three parts. Part A of the questionnaire related to demographic information about the respondent's sex, age, level of education and professional training and general knowledge of respondents about URCS. Part B consisted of a set of 40 questions posed to probe the responses

on issues concerning Public Relations function while Part C and last section had 24 questions concerned with to Disaster Fundraising programs of the URCS. All the questions were ranked type, based on Five-Likert scale: 1.Strongly agree, 2.Agree, 3.Neutral, 4.Disagree and 5.Strongly disagree. The respondents accordingly recorded their answers within closely defined alternatives on the different aspects of Public Relations and Disaster Fundraising as appropriate to the study. The questionnaires were however, self administered by the researcher delivering them personally to the respondents and then allowing the respondents to fill in the answers themselves in the presence of the interviewer. Completed questionnaires were collected immediately to save time.

3.6.2 Interview guide

According to Mugenda & Mugenda, (1999) an interview guide is a set of questions that the interviewer asks when interviewing. An interview guide made it possible to obtain data required to meet specific objectives of the study. The interviews gave more of the qualitative data that supplemented the quantitative data collected by the questionnaire. This was done to help in consolidating the information already solicited in the questionnaire.

3.6.3 Documentary Review checklist

Documentary review was useful in collecting data on past organization Public relations strategies if any, resources and resource providers as well as establishing the networks and partners that the organization collaborates with. In the documentary review, the researcher had to be sure of the data required and therefore had to draw out a checklist of the data to be collected. This helped the researcher not to waste time dwelling on documents that were not part of the study area. The researcher sought permission to access administrative documents from the organization where the study was conducted. The documents were studied and they helped the researcher get a

deeper understanding of how the organization operates while establishing the disaster fundraising strategy. Publications and journals were also extensively used to find out what other researchers observed about public relations and disaster fundraising.

3.7 Procedure of data collection

The process began with obtaining a letter of introduction from the Department of Higher Degrees of Uganda Management Institute, and a letter of acceptance from the Uganda Red Cross Society. Specific data collection procedure was applied to each data collection method; the methods were Interviews, use of questionnaire and review of documents.

3.7.1 Questionnaire

The questionnaire was used to obtain responses from staff of URCS and from members of the local community. The researcher distributed questionnaires to all URCS employees to fill in themselves and on spot responses were obtained as the researcher waited to collect all questionnaires immediately they were completed. In the case of local communities, and having identified specific localities by Administrative Divisions of Kampala City, the researcher randomly administered 19 questionnaires per locality by requesting the respondents to spare their time to be able to fill in the questionnaires. The exercise kicked off from Bwaise then Kisenyi, Kiwanataka and ended at Gaba, altogether the researcher took 4 weeks to accomplish. The respondents completed the questionnaires in the presence of the researcher who then collected the completed forms immediately. The purpose of the researcher directly administering the questionnaire was to offer any explanations about the questionnaire whenever need arose and

also to save time rather than first sending the questionnaires and later collecting them another time.

3.7.2 Interviews

The researcher carried out oral interviews by asking questions and writing down statements made by the respondents. Interviews were appropriate for respondents from the media houses and representatives of donor agencies because these were often key players in Disaster Fundraising programs and were likely to volunteer more information beyond the prescribed questionnaire. Some respondents preferred self audio recordings as they were too busy to find time for oral conversations with the researcher. In that case the researcher provided one set of audio recorder and a copy of interview guide, which remained with the interviewee and then collected at a later time when the responses have been recorded.

3.7.3 Documentary Review

Lastly, most of the secondary data was obtained through reviewing documents available with URCS Head Office in Kampala and also the researcher often took time off to read publications and journals in UMI library. The researcher also spent considerable amount of time on surfing internet websites for previous researches on the topic of Public Relations and Disaster Fundraising in nonprofit organizations.

3.8 Validity and Reliability

The researcher verified the validity and reliability of the instrument by pre testing the research instruments. This was to come to the level of acceptability of the instruments to be used in the

research. During the pretesting exercise, deficiencies or weaknesses of the instruments like unclear or ambiguous questions were identified and corrected and accordingly before the research was done.

3.8.1 Validity:

Validity looks at the success of the scale in measuring what it sets out to measure. When an instrument is valid, then the data collected using that instrument is free from systematic errors. Validity is influenced by the non- random error as it is concerned with the authenticity of the cause and effect relationship. The instruments were then pretested after which the content and face validity were checked. This was done using expert judgment (Sekaran, 2003; Amin, 2005). Expert judgment involved using both the UMI based supervisor and the work based supervisor. This was aimed at assessing the appropriateness of sentence construction, comprehensiveness of instruments and language clarity. The study therefore used an expert's opinion to confirm the correctness of the instrument by reformulating the statements, which the respondents pointed out as being unclear and those that were not directly related to the study. The comments from the pretest were useful in redesigning the final instrument that was used to collect data. For the instrument to be accepted as valid, the average index should be 0.7 or above (Amin, 2005).

Content Validity Index (CVI) = $\frac{\text{No of items valid}}{\text{Total no of items}}$

Total no of items

Table 2 : Content Validity Index of the study variables

Variables	No. of Items declared Valid	No. Of Items	Content Validity Index
Donor Relations	13	13	1
Employee Relations	10	10	1
Community Relations	10	10	1
Media Relations	7	7	1
Disaster Fundraising	24	24	1

3.8.2 Reliability:

Trochim, (2006) refers to reliability as the ability to produce similar results, if exposed to the same condition over time with the same subjects. Study cited at (<http://writing.colostate.edu/guides/research/relval/pop2a.cfm>) actually confirms that reliability is concerned with the accuracy of the actual measuring instrument or procedure.

Reliability indicates the extent to which a measure is without bias and therefore ensures consistent measurement across time and across the various items in the statement. This means reliability is influenced by random error. The bigger the random error the less reliable the findings become. Random errors could occur from wrong coding, unclear instructions, inaccurate research instruments or the unexplained error.

It is important to compute a reliability coefficient to show how reliable the data is. This is done because, as a researcher there is need to ensure accuracy of assumptions put forward as well as

attaching meaning to the data collected. The results obtained from the data analysis should be able to represent the situation under study (Mugenda & Mugenda, 1999).

The researcher used the coefficient alpha, also known as the Cronbachs Alpha. This was developed by Cronbach in 1951 and it is the average of the correlations of all the possible ways of dividing the test into two sets. Cronbach alpha splits all the questions on the instrument and computes correlation values for them; like correlation coefficient, the closer it is to 1 the higher the reliability estimate of the instrument. This means that the reliability of the instrument was measured using the Cronbach’s coefficient, where any value from 0.5 up to 1 was taken as reliable for internal consistence (Amin, 2005). In this study, a reliability test of the variables was done and the following were the reliability tests for each variable based on the average of the individual reliability tests of the items in each construct. Below is a table showing the reliability for the different variables:

Table 3 : Reliability coefficient of the study variables

Variables	Alpha Coefficient	No. Of Items
Donor Relations	0.60	13
Employee Relations	0.52	10
Community Relations	0.80	10
Media Relations	0.68	7
Disaster Fundraising	0.70	24

(Source: Primary data)

From the above table it can be noted that Community relations had the highest reliability coefficient of 0.80 and Employee relations has the lowest of 0.52, which still within the acceptable range.

3.9 Measurement of Variables

Measurement of variables can be done using scales like the nominal scale, ordinal scale, interval scale or ratio scale. This study used a triangulation of the nominal scale, interval scale and ordinal scale. A 5-point likert scale ranging from Strongly Agree as response 1, Agree for 2 , Neutral for 3, Disagree for 4 and Strongly Disagree for 5.

According to Sekaran, (2005) nominal scales allow the researcher to assign subjects to certain mutually exclusive and collectively exhaustive categories. Ordinal scales allow the researcher to not only categorize the subjects but also to rank or order the categories. The interval scale lets the researcher measure the magnitude of the difference between any two points on the scale. A ratio scale in addition to having the properties of all the other scales has a unique zero origin. The nominal scale was used in the general information about the respondents. Ordinal scale was used where elements not only required categorization but also ranking in some order such as highest completed level of education. Ratio scale was used where exact numbers on objective factors were required like age.

3.10 Methods of Data Analysis

This study was aimed at providing recommendations for increasing Disaster Fundraising capabilities in URCS through improving its Public Relations function. The study was premised on four objectives: effect of Donor Relations on Disaster Fundraising, contribution of Employee Relations to Disaster Fundraising, Community Relations and Disaster Fundraising and Media relations in Disaster Fundraising. After the questionnaires were returned from the field, the responses were accordingly coded and entered on the computer for data analysis using Statistical Package for Social Scientists (SPSS), software having analytical capabilities both for quantitative and qualitative data.

3.10.1 Quantitative Analysis

This involved coding, editing, categorizing and tabulating of data. Coding involved the use of predetermined codes in the questionnaire and these enabled the researcher categorize the content on Public relations and Disaster fundraising.

Data was entered into the computer using Statistical Package for Social Scientists (SPSS) for easy analysis. SPSS also enabled a large number of variables to be tested simultaneously.

This was executed in light of the study objectives and questions as laid out in chapter one.

Quantitative data analysis was done based on 3 key issues:

- a) **Descriptive Analysis:** Frequencies and percentages were used to establish the relationship between dimensions of Public relations and disaster fundraising.

- b) **Relational Analysis or correlation analysis:** This examined 3 major aspects which are presence or absence of correlation, the direction of the correlation (positive or negative) and the strength of the correlation between the dimensions of Public relations and disaster fundraising.

3.10.2 Qualitative Analysis

Qualitative methods present data from interviews and document reviews in away that the data is based on a classification system, pattern, or theme from which interpretations can be made about the study sample. According to Weber, Content analysis considers critically reading documents, text or speech to see what themes emerge, that is what do people talk about most and then relate the themes to each other. The researcher listened to all the audio recordings and categorized the responses. On literature review, the rule was to start by reading all the way and then ending with specifying emergent theories. In that way an opinion can be formed about the study sample as driven by the theory appropriate to the study. It is the theory that determines what the researcher should look for. The Content analysis method was used in this study because it was a theory driven study and most of the literature emphasized the qualitative aspects of the study sample.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study whose purpose was to evaluate the contribution of Public Relations to Disaster Fundraising in non government organizations using a case study of the Uganda Red Cross Society (URCS). The study was specific to four objectives: to establish effect of Donor Relations on Disaster Fundraising, to determine contribution of Employee Relations to Disaster Fundraising, to examine level of Community Participation in Disaster Fundraising and to assess Media usage in Disaster Fundraising.

4.1 Response Rate

Response rate is the most important indicator of how much confidence can be placed in the results of a research or survey (<http://www.statpac.com/surveys/response-rate.htm>). A high response rate legitimizes the research results. However, Holbrook et al. (2005) assessed whether lower response rates are associated with less unweighted demographic representativeness of a sample. An examination of 81 national surveys with response rates varying from 5-54% found that these surveys were only minimally less accurate. This then seems to make it clear that low response rates do not guarantee lower survey accuracy but only indicates a risk of lower accuracy. (http://en.wikipedia.org/wiki/Response_rate). From the study, it should be observed that the target sample who were given the questionnaires were all able to respond and return the questionnaires.

4.2 Demographic Characteristics of the Respondents

The sample for this study included 29 employees of URCS at Head Office, representatives from 7 selected donor agencies, four representatives of government and the media respectively, while 76 members of the local communities were selected from 4 locations sited one in each of the 4 Administrative Divisions of Kampala City. Analysis of demographic data in Table 2 revealed that as much as more males were included in the sample than female respondents, 54.1% of the respondents were of youthful age between 20 to 30 years and 85% of these said they had attained a Bachelors degree or higher level of education. The point to take is that the sample consisted of a knowledgeable youthful age group that made data gathering speedier and significantly less explanation were required during the questionnaire administration.

Table 4 : Frequency distribution of the respondents by demographic characteristics		
	Number	Percent (%)
Gender		
Male	63	(52.5)
Female	57	(47.5)
Total	120	(100)
Age (years)		
20-30	65	(54.1)
31-40	44	(36.7)
above 40	11	(9.2)
Total	120	(100)
Education		
UACE and below	3	(2.5)
Diploma	15	(12.5)
Bachelors degree	58	(48.3)
Postgraduate Diploma	28	(23.3)
Masters degree	16	(13.4)
Total	120	(100)

Source: Primary data

4.3 Empirical results on the assessment of public relations on disaster fundraising.

The study was designed to examine the contribution of Public relations to disaster fundraising in NGOs. The study considered URCS as the case study. Preliminary statistical analyses explored broad perceptions on Public relations and disaster fundraising. Descriptive statistics presented general information regarding respondents' opinions on public relations and disaster fundraising. This section now presents the inferential and relational statistics. Glatthorn & Joyner, (2005) proposes that empirical results can be presented either as hypothesis, or research Question, or research method like grouping results according to the methods used or chronology, or by Variables. For this study, presentation of the results is done according to variables.

4.3.1 Inferential Statistics

For all statistical tests the corresponding Level of significance (Sig.) or (P-value) which is equal or less than 0.05 or 0.01, especially for (Pearson's correlation coefficient) is always generated. The basis of interpretation has to be equal to or less than 0.05 which is the generally accepted conventional level in business research. This indicates that 95 times out of 100, we can be sure that there is a relationship between the two variables and there is only a 5 percent chance or less that we are making a mistake. Similarly if (Sig.) or (P-value) is equal to or less than 0.01 then there is only a 1 percent chance or less that the relationship does not truly exist and 99 percent of the time we would expect it to exist. Below is an analysis of verification for the research objectives that were used during the research:

4.3.2 The effect of Donor Relations on Disaster Fundraising

This objective aimed at verifying the effect of donor relations to disaster fundraising in URCS. Donor Relations was however, operationalized in this study as Donor Recognition by URCS and Accountability to donors who support URCS activities with donations.

4.3.2.1 Donor recognition and Disaster Fundraising

There were eight questions on donor recognition that the respondents were asked to comment on, concerning URCS's position in recognizing the effect of donor relations to its Disaster Fundraising activities. The respondents were required to express their views based on a five-likert scale ranked from strongly agree to strongly disagree. A total of 112 respondents filled the questionnaire while the other 8 preferred interviews. Table 5 provides a frequency distribution of the results.

Table 5: Frequency distribution of responses on Donor Recognition

Question	Responses						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The organization has a person in charge of all donor information	Number	10	24	24	27	27	112
	Percent	(8.5)	(21.7)	(21.7)	(23.8)	(24.3)	(100)
The organization has a well developed coordination plan for recognizing donors	Number	11	23	25	22	31	112
	Percent	(9.5)	(20.6)	(22.2)	(19.7)	(28.0)	(100)
The organisation has guidelines that help distinguish itself from the others regarding donor recognition	Number	5	20	23	28	36	112
	Percent	(4.8)	(18.0)	(20.1)	(24.8)	(32.3)	(100)
The organizations acknowledges donations through letters, media releases and personal phone calls	Number	13	21	18	31	29	112
	Percent	(11.5)	(18.6)	(16.4)	(27.7)	(25.8)	(100)
The organization keeps records of donors and the donations given	Number	10	22	11	30	39	112
	Percent	(8.5)	(19.6)	(9.5)	(27.0)	(35.4)	(100)
The organization usually invites donors to the organizations' fundraising events and activities	Number	7	21	17	30	37	112
	Percent	(6.5)	(18.6)	(14.9)	(27.0)	(33.0)	(100)
All donations are acknowledged immediately when received	Number	3	18	24	30	37	112
	Percent	(2.1)	(16.4)	(21.7)	(27.0)	(32.8)	(100)
The organization recognizes that acknowledging a donation is important in order to be able to ask for another donation	Number	12	19	17	33	31	112
	Percent	(10.4)	(16.9)	(15.2)	(29.5)	(28.0)	(100)

Source: Primary Data

The results show that (54/48.1%) of the respondents agreed that URCS had a specific person in charge of donor information, while (24/21.7%) did not know. While (53/47.7%) of the respondents were of the view that the organization had a well developed coordination plan for recognizing its donors, (34/30.1%) disagreed with this position. Asked whether they were aware of any donor recognition guidelines that helped URCS distinguish itself from others (64/57.1%) of the respondents agreed and this corroborated the respondents' view (60/53.7%) that the

organization had recognition procedures and were well understood by its donors. As much as respondents (69/62.4%) agreed that URCS maintained a list of all its donors and the donations received from them, they (67/59.8%) also agreed that the organization actually acknowledged such donations and the respective donors were informed timely. On a question of the importance of recognizing donors for their support, (64/57.5%) of the respondents were of the view that the URCS was aware that acknowledging a donation was important in order to be able to ask for more. The respondents (67/60.0%) even further agreed that the URCS often invited its donors to participate in its fundraising events and activities. It can be generalized from the results that over 50% of the respondents agreed in principle that URCS recognized the role played by its donors in Disaster Fundraising programs.

Further test of this relationship was performed by calculating Pearson Correlation coefficient as in Table 6. The Correlation coefficient is a measure that signifies that there is a relationship between the study variables or vice versa.

Table 6: Correlation of Donor Recognition to Disaster Fundraising

		Recognition of donors	Disaster fundraising
Recognition of donors	Pearson Correlation	1	0.847**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster fundraising	Pearson correlation	0.847**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

Results in Table 6 indicate that there is a significant positive relationship between recognizing donors and disaster fundraising ($r = 0.847^{**}$, sig. 0.000). The researcher however, proceeded to compute a coefficient of determination (r^2) which is used to predict the degree of change in the

dependent variable that is associated with the variation in an independent variable. For $r = 0.847^{**}$, the coefficient of determination $r^2 = (0.847)^2 = 0.71$, implying that by URCS improving its function of recognizing its donors by one unit increase, will cause an associated increase of 71% in its Disaster Fundraising function.

Results of the interviews on Donor Recognition

Of the eight respondents who were interviewed (7/87.5%) said the URCS in one way or the other, acknowledged the support they gave during Disaster Fundraisings. All the respondents (8/100%) were however, of the view that the organization was resource constrained and very unlikely itself to render sufficient disaster interventions without donor support.

4.3.2.2 Accountability to donors

There has been increasing public demand for charities to account for incomes received for disaster interventions, especially after US 9/11 twin tower catastrophe. In this study, the researcher was interested in whether there was a relationship between URCS's Disaster Fundraising activities and level of accountability for donations received from its donors. The respondents in the sample were asked to give their perceptions on URCS's accountability for incomes from its Disaster Fundraising campaigns. There were five questions in the questionnaire which were specific to donor accountability and the respondents were required to express their views based on a five-likert scale ranked from strongly agrees to strongly disagree. A total of 112 respondents filled the questionnaire while the other 8 preferred interviews. Table 7 provides a frequency distribution of the results.

Table 7: Frequency distribution of responses on Donor Accountability

Question	Responses						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The organization often holds meetings with its donors to update them on the progress of programs that they donation to	Number	13	21	18	31	29	112
	Percent	(11.6)	(18.6)	(16.4)	(27.8)	(25.9)	(100)
The organization provides field reports to their donors showing activities their donation was used	Number	5	20	23	28	36	112
	Percent	(4.8)	(18.0)	(20.1)	(24.8)	(32.3)	(100)
The organizations' donors usually make visits to the organization to monitor the use of their donations	Number	11	23	25	22	31	112
	Percent	(9.5)	(20.6)	(22.2)	(19.7)	(28.0)	(100)
The organization has financial systems that provide necessary disaster fundraising information for the donors	Number	10	24	24	27	27	112
	Percent	(8.5)	(21.7)	(21.7)	(23.8)	(24.3)	(100)
The organization submits to its donors field activity and financial quarterly and annual reports	Number	12	19	17	33	31	112
	Percent	(10.4)	(16.9)	(15.2)	(29.5)	(28.0)	(100)

Source: Primary data

A total of (60/53.7%) respondents were in agreement that URCS often interacted with its donors and updated them on the progress of the programs for which they gave donations. More than half of the respondents (64/57.1%) also were in agreement that URCS provided field reports to their donors explaining activities on which donations were utilized. When asked whether any donors ever visited URCS to monitor the use of their donations however, less than half (53/47.7%) of the respondents were in agreement that such visits actually took place. Although (54/48.1%) of the respondents felt that URCS's financial system did not provide sufficient information Disaster Fundraising in general, they (64/57.5%) nevertheless were in agreement that quarterly and annual financial reports were made available to the donors.

However, by running a correlation test the researcher wished to further ascertain the relationship between accountability function of URCS and its Disaster Fundraising portfolio as shown in Table 8.

Table 8: Correlation of Accountability to Disaster Fundraising

		Accountability to donors	Disaster fundraising
Accountability to donors	Pearson Correlation	1	0.837**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster fundraising			
	Pearson correlation	0.837**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

Correlation results indicated a significant positive relationship between accountability to donors and disaster fundraising as evidenced by a correlation coefficient of $r = 0.837^{**}$ at 0.01 level of significance (2-tailed). Coefficient of determination $r^2 = (0.837)^2 = 0.70$ was further determined to explain proportionate effect caused to disaster fundraising by one unit improvement on accountability function. The results indicated that for every unit improvement in accountability, disaster fundraising increased by 0.70 or 70%.

Results of the interviews on Accountability

The questions that the responds were asked aimed at establishing transparency on the utilization of resources generated from URCS Disaster Fundraising programs and to this only respondents (3/37.5%) were aware the organization had a standard practice for handling donor funds. The other respondents (5/62.5%) were of the view that the organization’s fundraising programs were influenced by the quality of accountability provided to donors.

Summary of findings on Research Objective One

Based on analysis above, hypothesis 1 that there is a significant relationship between Donor Relations and Disaster Fundraising was accepted. The first objective of the study was to establish effect of Donor Relations on Disaster Fundraising in the URCS. The findings showed a positive relationship, such that an improvement on Donor Relations directly affected Disaster Fundraising. It was found out that, while it was important to recognize the role of donors, it was equally critical for the organization to exhibit accepted standards on accountability for all donations received. Donors will respond to disaster needs of those non government organizations with unquestionable Public Relations.

4.3.3 Contribution of Employee Relations to Disaster Fundraising

For purpose of this study, Employee Relations was operationalized into two sub variables: first, organizational policy on Communication to employees and secondly, Commitment by employees to organizational goals.

4.3.3.1 Communication to employees' policy

There were five questions in the questionnaire that were intended to test the organization's communication policy, especially concerning the roles of its employees in connection with Disaster Fundraising activities. The respondents were asked to express their views based on a five-likert scale ranked from strongly agrees to strongly disagree and their responses are presented in Table 9.

Table 9: Frequency distribution of responses on Communication Policy

Question	Responses						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Information needed to do a job is received on time	Number	10	22	11	30	40	112
	Percent	(8.5)	(19.6)	(9.5)	(27.0)	(35.4)	(100)
Information about company policies and goals are distributed to all staff	Number	7	21	17	36	31	112
	Percent	(6.5)	(18.6)	(15.0)	(32.2)	(27.7)	(100)
Information about departmental policies and goals are readily available to staff	Number	2	18	24	30	31	112
	Percent	(2.1)	(16.4)	(21.7)	(27.0)	(32.8)	(100)
Staff in the organization have great abilities as communicators	Number	12	19	17	33	31	112
	Percent	(10.4)	(16.9)	(15.2)	(29.5)	(28.0)	(100)
Communication motivates and stimulates staff	Number	10	24	24	24	27	112
	Percent	(8.5)	(21.7)	(21.7)	(23.8)	(24.3)	(100)

Source: Primary data

The view of the respondents (70/62.4%) was that job requirements were well communicated to the employees with (69/59.9%) of the respondents in agreement that Information about company policies and goals were distributed to all staff and similarly departmental objectives were reported to be readily available as asserted by (61/69.8%) respondents. While (64/57.5%) of the respondents were of the view that URCS staff were good communicators themselves, more than half (51/58.1%) of the respondents were in agreement that communication is a motivational factor and stimulated staff in responding to Disaster Fundraising activities.

Correlation analysis was carried out to establish the relationship between Communication and Disaster Fundraising as indicated in Table 10.

Table 10: Correlation coefficient of Communication to Disaster Fundraising

		Communication	Disaster fundraising
Communication	Pearson Correlation	1	0.860**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster fundraising			
	Pearson correlation	0.860**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

It was evident from the results that there is a significant positive relationship between Communication and Disaster Fundraising as shown by the correlation coefficient of $r = 0.860^{**}$ at 0.01 level of significance (2-tailed). The effect of improvement on Communication function in the organization that associated with Disaster Fundraising activities was explained by the Coefficient of determination calculated as $r^2 = (0.860)^2 = 0.73$, implying that for every unit improvement in organizational Communication portfolio, the corresponding improvements in Disaster Fundraising function increased by 73%.

Interviews on Communication to employees

Of the eight respondents interviewed (4/50%) said whatever was required for the employees to carry out their jobs was dully communicated to them through Letters of appointment, Manuals and Circulars among others. Similarly, the respondents were of the view that the Communications Policy in place was sufficient to guide URCS staff in managing its Disaster Fundraising programs.

4.3.3.2 Employee Commitment

There were several indicators which were used to explain Employees' Commitment which included: willingness by employees to put more effort at their workplace, employees being motivated and employees having esteem and feeling proud about their organization. There were five questions that the respondents were asked to comment on and the responses obtained are summarized as in Table 11.

Table 11: Frequency distribution of responses on Employees Commitment

Question	Responses						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Willing to put in a great deal of effort to the organization's work	Number	12	19	17	33	31	112
	Percent	10.4 %	16.9 %	15.2 %	29.5	28.0 %	(100)
Talk my friends and family about this organization as a great organization to work for	Number	2	7	5	28	71	112
	Percent	1.6 %	6.3%	4.2 %	24.9	63.0%	(100)
Employees are highly committed in implementing organization Strategic Plan	Number	2	18	24	30	37	112
	Percent	2.1 %	16.4 %	21.7 %	27.0	32.8 %	(100)
Individual employee values and the organization values are similar	Number	7	21	17	36	31	112
	Percent	6.5 %	18.6 %	15.0 %	32.2	27.7 %	(100)
Organization really inspires employees towards best performance	Number	10	22	11	30	40	112
	Percent	8.5 %	19.6 %	9.5 %	27.0	35.4 %	(100)

Source: Primary data

When asked if employees were willing to exert more effort towards the success of the URCS Disaster Fundraising activities, the respondents (64/57.5%) were in agreement and further (67/59.8%) respondents were of the view that URCS employees were actually committed to implementing the organization's strategic plan. Indeed the results showed that (99/87.9%) of the

respondents said employees of URCS often talked about their organization and were (70/62.4%) in agreement that the organization well motivated and inspired their employees.

Further analysis of the relationship between Employee Commitment and Disaster Fundraising in URCS was carried using correlation analysis as shown in Table 12.

Table 12: Correlation of Employee Commitment to Disaster Fundraising

		Commitment	Disaster fundraising
Commitment	Pearson Correlation	1	0.862**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster fundraising	Pearson correlation	0.862**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

The results from Correlation analysis showed that there is a significant relationship between Employee Commitment and Disaster Fundraising as indicated by a correlation coefficient $r = 0.862^{**}$ at 0.01 level of significance (2-tailed). The nature of the relationship was further explained by Coefficient of determination $r^2 = (0.862)^2 = 0.74$, which implies that for every unit increase in Employee Commitment, Disaster Fundraising improved by 74%.

Interviews on Employee Commitment

On employee's commitment, all the respondents (8/100%) interviewed were of the view that URCS employees often worked under very difficult conditions arising from different kinds of disasters were seen to exhibit high level of commitment. Some respondents (3/37.5%) were however skeptical about URCS policy on staff motivation or special rewards to their staff who outstandingly perform in Disaster Fundraising.

Summary of findings for Research Objective Two

The second objective of the study sought to determine the contribution Employee Relations to Disaster Fundraising programs in URCS. The results showed that while a committed workforce was essential towards achieving organizational Disaster Fundraising targets, it was also equally important for an organization to have an effective Communication Policy that informed the employees about their own expectations and then goals of the organization. The second hypothesis of the study that there is a significant relationship between Employee Relations and Disaster Fundraising in URCS was accordingly accepted.

4.3.4 The effect of Community Relations on Disaster Fundraising

This objective was intended to test the contribution that accrues from the local communities who are the intended beneficiaries of disaster interventionist activities by URCS. Community Relations was operationalized into two sub variables: first Community Involvement and secondly Community Participation. In this study it was necessary to distinguish between involvement and participation because while the community often got involved at the final stage of the Disaster Fundraising process, for example as recipients of relief items, the community do not themselves participate in the Disaster Fundraising process, for example through volunteer services. A receiving community often is passive while a participating community is active: the duos have divergent consequences to Disaster Fundraising programs for non government organization. For that reason Community Relations is a congruence of the two.

4.3.4.1 Community Involvement in Disaster Fundraising

The respondents were asked to comment on five questions concerning Involvement of local Communities in the Disaster Fundraising programs of URCS. The responses to these questions were collected and analyzed as shown in Table 13.

Table 13: Frequency distribution of responses on Community Involvement in Disaster fundraising

Question	Responses						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The organization helps the community gain employment in the organization as volunteers	Number	8	30	17	38	20	112
	Percent	(6.9)	(26.5)	(15.3)	(33.8)	(17.5)	(100)
The organization often uses volunteers in its fundraising events and activities	Number	1	28	20	42	21	112
	Percent	(1.1)	(24.9)	(17.9)	(37.6)	(18.5)	(100)
The organization keeps the community involved in its activities other than fundraising	Number	1	28	20	37	25	112
	Percent	(1.1)	(25.4)	(18.0)	(33.3)	(22.2)	(100)
The community members seek out more involvement in the organizations activities	Number	4	14	22	52	21	112
	Percent	(3.2)	(12.2)	(19.6)	(46.0)	(19.0)	(100)
The organization allows its staff to be involved working with the communities in partnership	Number	7	28	21	20	36	112
	Percent	(6.3)	(24.9)	(19.0)	(17.5)	(32.3)	(100)

Source: Primary data

According to the results of the study respondents (58/51.3%) were in agreement that the local communities benefited from volunteer employment with the URCS and the respondents (63/56.1%) further said as volunteers, members of the community were actually involved the Disaster Fundraising activities whenever need arose. Whereas respondents (62/55.5%) were in agreement that the local communities continued to be involved in URCS activities other than Disaster Fundraising, the community needed to be involved more and that URCS enables its staff

to work in partnership with the communities. These were the views of (73/65.0%) and (56/49.8%) respondents respectively.

In order to further explain the effect of Community Involvement on Disaster Fundraising, the Pearson’s Correlation coefficient was calculated as shown in Table 14.

Table 14: Correlation of Community Involvement to Disaster Fundraising

		Involvement	Disaster fundraising
Involvement	Pearson Correlation	1	0.721**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster fundraising	Pearson correlation	0.721**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

According to the results it was observed that there was a significant relationship between community involvement and disaster fundraising as evidenced by a correlation coefficient $r = 0.721^{**}$ at 0.01 level of significance (2-tailed). Coefficient of determination was computed for $r^2 = (0.721)^2 = 0.52$ which further showed that for every unit increase in community involvement, disaster fundraising function improved by 52%. It was clear from the results that an organization seeking for resources during a disaster needed to also involve the local communities in mobilization programs.

Interviews on Community involvement

When asked what they thought about involvement of local communities in URCS Disaster Fundraising activities, the respondents (6/75%) were of the view that the communities were basically at the receptive end of the fundraising process.

4.3.4.2 Community Participation in Disaster Fundraising

Participation is engagement: the act of sharing in the activities of a group in which people have an impact on decisions and actions that affect the group. Members from the community were asked questions related to their participation in URCS fundraising activities and the responses are given in Table 15.

Table 15: Frequency distribution of responses on Community Participation in Disaster Fundraising

Question	Responses						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Fundraising events are organized by the organization in a way that facilitates community participation	Number	8	30	17	38	20	112
	Percent	(6.9)	(26.5)	(15.3)	(33.8)	(17.5)	(100)
The organization has a range of opportunities through which community members can contribute to decision making	Number	1	28	20	42	21	112
	Percent	(1.1)	(24.9)	(17.9)	(37.6)	(18.5)	(100)
The organization has procedure for community feedback on decisions of community interest	Number	1	28	20	37	25	112
	Percent	(1.1)	(25.4)	(18.0)	(33.3)	(22.2)	(100)
The community is usually willing to volunteer in the organizations activities	Number	4	14	22	52	21	112
	Percent	(3.2)	(12.2)	(19.6)	(46.0)	(19.0)	(100)
The organization gives great importance in building partnership with community	Number	7	28	21	20	36	112
	Percent	(6.3)	(24.9)	(19.0)	(17.5)	(32.3)	(100)

Source: Primary data

The general view of the respondents was that there was low participation by local community in URCS Disaster Fundraising programs. While respondents (58/50.3%) said the organization enabled community participation in Disaster Fundraising events, further respondents (63/56.1%) were of the view that the community was as well provided with opportunity to contribute in decision making over the fundraising programs and that respondents (62/55.5%) felt there was a procedure for feed-back over such decisions by URCS. Whereas there was a good will by the community to offer volunteer services, an overwhelming view of respondents (73/65.0%), in the

contrary the view of the respondents (56/49.8%) was that the organization did not give due importance to building partnerships with the communities within which it operated.

In order to further explain Community participation in Disaster Fundraising, the Pearson's Correlation coefficient was calculated as shown in 16.

Table 16: Correlation of Community Participation to Disaster Fundraising

		Participation	Disaster fundraising
Participation	Pearson Correlation	1	0.731**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster fundraising	Pearson correlation	0.731**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

The correlation analysis indicated that there is a significant positive relationship between Community Participation and Disaster Fundraising as evidenced with correlation coefficient $r = 0.731^{**}$ at 0.01 level of significance (2-tailed). By computing coefficient of determination $r^2 = (0.731)^2 = 0.53$ it was observed that for every unit increase in Community Participation, the Disaster Fundraising function improved by 53%.

Interviews on Community Participation

Interviews with the eight respondents (5/62.5%) revealed that at times members of the community volunteer support to the organization. Some of them actually register for membership. However, the community participation is limited to social functions like engaging in dinners or field events. They were not partners in decision making.

Summary of findings for Research Objective Three

The third hypothesis in the study that there is significant relationship between Community Relations and Disaster Fundraising was accepted. The results conformed to third objective of the study that sought to examine the level of Community Participation in URCS Disaster Fundraising programs. Correlation analysis indicated that increasing Community Participation yielded double the outcome in URCS Disaster Fundraising activities.

4.3.5 The effect of Media Relations on Disaster Fundraising

Media was operationalized as Publicity and Social Media. It was however, not feasible to exclusively distinguish between media publicity and usage of social media tools.

Table 17: Frequency distribution of responses on Media Relations

Question	Responses						Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
The media houses usually reserve space for the organization activities whenever requested	Number	30	8	17	20	38	112
	Percent	(26.5)	(6.9)	(15.3)	(17.5)	(33.8)	(100)
The press usually covers events and activities of organization	Number	28	1	20	21	42	112
	Percent	(24.9)	(1.1)	(17.9)	(18.5)	(37.6)	(100)
The organization usually provides information that may deserve media attention	Number	28	1	20	25	37	112
	Percent	(25.4)	(1.1)	(18.0)	(22.2)	(33.3)	(100)
The organization provides the media with early notices of upcoming events or projects	Number	14	4	22	21	52	112
	Percent	(12.2)	(3.2)	(19.6)	(19.0)	(46.0)	(100)
The organization has specific publications of its activities and projects	Number	30	25	24	18	14	112
	Percent	(27.0)	(22.1)	(21.7)	(16.4)	(12.8)	(100)
The organization has registered specific websites that publish about its activities and projects and are used for fundraising	Number	31	23	17	21	20	112
	Percent	(27.7)	(20.5)	(15.0)	(18.6)	(18.2)	(100)

Source: Primary data

When asked whether the media often reserved space and time for URCS programs whenever requested, the respondents (58/51.3%) were in agreement while respondents (63/56.1%)

confirmed that they were aware the media also often covered URCS Disaster Fundraising programs. The respondents (62/55.5%) were also of the view that the organization provided information to the media that deserved public consumption.

On the Social Media usage, the view of respondents (55/49.1%) was that URCS lacked publications for its Disaster Fundraising activities while only respondents (30/29.2%) were in agreement that some publication did exist. Fairly high number of respondents (24/21.7%) however could not agree or disagree with existence of any publications. Similarly, respondents (64/48.2%) said that the organization had not registered with the modern electronic tools for social media, which social electronic networks reach a much wider audience.

Correlation test further sought to determine the type of relationship between Media and Disaster Fundraising and the coefficients are shown in Table 18.

Table 18: Correlation of Media Relations to Disaster Fundraising

		Media Relations	Disaster Fundraising
Media Relations	Pearson Correlation	1	0.876**
	Sig. (2- tailed)		0.000
	N	112	112
Disaster Fundraising	Pearson correlation	0.876**	1
	Sig. (2- tailed)	0.000	
	N	112	112

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

The findings of the study showed that there was a significant positive relationship between the Media Relations and Disaster Fundraising as evidenced by Correlation coefficient $r = 0.876^{**}$ at 0.01 level of significance (2-tailed). That meant that engaging the Media the organization promoted Disaster Fundraising programs and helped mobilize resources. Further analysis of this

relationship was conducted by computing Coefficient of determination $r^2 = (0.876)^2 = 0.76$ which indicated that for every unit increase in the use of the Media, Disaster Fundraising function improved by 76%.

Interviews on the effect of Media relations on Disaster Fundraising

While all the eight respondents (8/100%) said they had ever either read from the newsprints or watched telecasts of URCS activities during disaster, respondent (6/75%) however were of the view that the organization needed to engage more in modern electronic networking.

Summary of findings for Research Objective Four

The fourth hypothesis in the study that there is significant relationship between the Media and Disaster Fundraising was accepted. The results revealed that URCS benefited from the press coverage by the media but there was little application of modern electronic social networks, for example use of twitters to access wider public audience. The results answered the fourth objective of the study which was to assess Media usage in URCS Disaster Fundraising programs.

CHAPTER FIVE:

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of the study was to examine the contribution of Public Relations to Disaster Fundraising in Non Governmental Organizations (NGO's), with the Uganda Red Cross Society (URCS) as a case study. In this chapter the findings are discussed and conclusions drawn and from which appropriate recommendations intended to help the organization scale up its resource mobilization capabilities and improve its disaster fundraising program, will be presented. The limitations that were encountered in the process of the study have also been highlighted.

5.1 Summary

This study addressed the four objectives as stated in the Introductory Chapter. The objectives of the study were the following:

- To establish effect of Donor Relations on Disaster Fundraising in URCS

Based on analyzes of findings as presented in the previous chapter, clearly it was evident that there was positive relationship between Donor Relations and Disaster Fundraising, suggesting that the donors played a critical role in mobilizing resources for disaster interventions.

- To determine contribution of Employee Relations to Disaster Fundraising in URCS

It was also established that there was a relationship between Employee Relations and Disaster Fundraising which implied that the success of Disaster Fundraising programs were largely influenced by the behavior of employees in an organization.

- To examine the effect of Community relations on Disaster Fundraising in URCS

The findings revealed that, although there was a positive relationship between the role played by the Community and Disaster Fundraising, URCS did not sufficiently involve local communities in its Disaster Fundraising programs nor did it facilitate community participation which otherwise would have encouraged partnership.

- To assess the effect of Media relations on Disaster Fundraising by URCS

Similarly, the usage of the media on URCS Disaster Fundraising events was constrained and much of the URCS success stories were unpublished but only remained within the organization. The researcher explored and reviewed the literature on URCS Disaster Fundraising programs over the period of study and noted that as much as the Strategic Plan, 2007- 2010 was in place, it did not address the issue of Public Relations in Disaster Fundraising.

5.2 Discussion of Research Findings

The discussions that follow in succeeding paragraphs considered findings objective by objective. The first objective aimed to establish effect of Donor Relations on Disaster Fundraising in URCS. The rest of the other three objectives will also be discussed according to the sub variables that were developed in the study.

5.2.1 Contribution of Donor Relations to Disaster Fundraising

The findings of the study showed that Disaster Fundraising activities of the URCS were directly influenced by its relationship with its donors. The magnitude of such a relationship was explained by a high Coefficient of determination (0.71 Or 71%), which signified that bettering

Donor Relations would more than double Disaster Fundraising capabilities of the organization. For purposes of collecting, analysing data and for further discussion on the subject Donor Relations however, was operationalized into two: first, the concept of recognizing the role of donors who gave donations to support URCS Disaster Fundraising activities and second and the demand for accountability for expenditures on resources mobilized for disaster interventions.

5.2.1.1 Recognition of Donors

There was sufficient evidence from the results of the study that the URCS ably recognized the role played by its donors in supporting its core mission of provision of interventions during disaster. In effect, the organization maintained a list of its donors and also amounts they donated. Donor recognition was a necessary gesture for continued support from the donors. This was in agreement with Greenfield's view (1992), that recognition was the start of a long lasting relationship between the donors and the organization in which they invested. Recognition helped in building mutual trust and according to Williams (2002), trust was the most essential element in the donor/charity relationship.

5.2.1.2 Accountability to donors

The results revealed a significant relationship between Accountability to donors and Disaster Fundraising. While accountability is a duty for an organization to provide progress reports on expenditure incurred on donations received from Disaster Fundraising activities, Taylor (2004) suggests that the willingness of a charity to voluntarily open its books makes an enormous difference in developing higher levels of trust. In addition to emotional pleas for assistance, donors want to know whether a charity spends its donations wisely. Transparency is the key to

spreading the message that a charity is doing its best to act prudently. According to Taylor (2004), Gallagher (2004), and Sargeant and Kahler (1999), all agreed that inclusive evidence about expenditures by charities enhanced the Disaster Fundraising campaigns of non profit organizations.

5.2.2 Contribution of Employee Relations to Disaster Fundraising

Employee Relations was operationalized under communications capabilities at the URCS and the commitment by employees to work. Overall the findings of the study revealed that Employee Relations largely was responsible for success in URCS Disaster Fundraising programs. This study in no way contradicted the published results by Ashforth & Mael (1898) that employees who identified with their organizations were more likely to show supportive attitude towards organizational goals.

5.2.2.1 Communication and Disaster Fundraising

The research findings showed that there was timely inflow and outflow of information at URCS and those employees were aware of what were their job expectations. Suffice to say, employees want guidelines from management and input from team mates to realize their roles in the organization. Frank and Brownell (1989) shared a similar view on communication; they stated that “communication transactions between individuals and/or groups at various levels were intended to implement and coordinate day to day activities of an organization”. In the same way Pindur, Rogers and Kim (2005) undoubtedly considered communication as a social and vital process at all phases of management.

5.2.2.2 Employee Commitment and Disaster Fundraising

The necessity for employee commitment was elaborated in many earlier studies in Disaster Fundraising for non profit organizations. The results from this study simply re-echoed this phenomenon, as for example, Meyer and Herscovitch (2001) stated that “there were three common values of employee commitment; persistence – long tenure, performance – greater productivity and ethical behaviors”. These were critical incentives to employees to go an “extra mile”. URCS’s management showed positive attitude towards well motivated and inspired employees who were committed to achieve targets of organization’s strategic plans.

5.2.3 Contribution of Community Relations to Disaster Fundraising

While disaster management was about interventions, the vulnerable community was the benefactors and needed to be involved in mitigation, for instance in Disaster Fundraising campaigns. Tench and Yeoman (2006) defined a community to encompass target audiences and organizations in partnership. From the results of this study the argument was made that more and more people who benefited from hand-outs distributed during disasters, were interested in being involved and seen to be participating themselves in Disaster Fundraising programs

5.2.3.1 Community Involvement and Disaster Fundraising

One of the questions asked was whether URCS had any policy on hiring volunteers from the public when a crisis occurred; majority of the respondents stated there was very little if any, volunteering from the community towards supplementing URCS Disaster Fundraising activities. When the community got involved then they were recipients of relief items. It was further

revealed that the communities never were informed by URCS about the sources of interventions. It became known that URCS did not adequately involve the communities in its Disaster Fundraising programs. That is in disagreement with scholarly view by Roche (1994) who stated: “No single non – governmental organization (NGO) can cover the whole range of emergency”.

5.2.4 Contribution of the Media to Disaster Fundraising

Media Relations constituted organizational publicity role through use of newsprint, radio talk shows or television telecasts. In the modern times Media Relations involves usage of what are known as “electronic social media tools”. Whereas results of this study showed that the Media directly impacted on URCS Disaster Fundraising programs, on the contrary little was done to engage the media continuously on public domain.

5.2.4.1 Publicity and Disaster Fundraising

The results of the study showed a positive correlation between publicity and disaster fundraising implying that publicity was a critical for success of any Disaster Fundraising campaign. This was in agreement with Smith (1995) who advocated for positive media coverage rather than antagonism. The URCS was found to be limited to talk shows and only to express concern over disasters that already have occurred. The likes of Winnie Oprah have emerged great Fundraisers through running television shows and multi public exhibitions on routine basis. Yet Sometimes people who work for charities and other volunteer community groups are not even aware of the valuable opportunities for publicity available in the media, for example by using press releases (Gilchrist, 1997).

5.2.4.2 Social Media and Disaster Fundraising

The phenomenon of Social Media is a 21st Century innovation which has changed the game of Disaster Fundraising. With the surge of Facebook, Twitter and other social networks, it is now possible to reach out a much wider audience to raise money beyond geographical boundaries. There was overwhelming opinion by the respondents who participated in this study that URCS did not stand out well to the public in as far as dissemination of its Disaster Fundraising programs was concerned. The practice in America and Europe is a more directed and more engaged approach, where the wealthy and “able” to donate want to make sure their money is properly used and want to monitor the progress of each one project they have supported.

5.3 Conclusions

This research study addressed the implications of the contribution of Public Relations to Disaster Fundraising in non government organizations. The results suggest that many people have strong opinion about information, or the lack of it, on expenditure of donor funds intended for disaster interventions. Aware that most of these funds were often mobilized through fundraising, it was also true that charities find it easier to “get the word out” during a crisis than when managing their everyday needs. But there is increasing public demand for more transparency on management of Disaster fundraising programs, and so the role of Public Relations profession played in informing the public and creating a “knowledge base” was examined. There were four research questions that guided the study. The answers to these questions were expressions of the perceptions from a sample of respondents who offered to complete a prescribed questionnaire or were involved in oral interviews, while review of documents and previous studies also provided source information.

5.3.1 Donor Relations and Disaster Fundraising

The first question was: Does Donor Relations affect Disaster Fundraising in URCS? Yes, the view of majority of the respondents was that Disaster fundraising programs of non government organization were directly affected by the level of interaction it enjoyed with its donors. The message to charities is clear - - donors want more information that is unambiguous and understandable. Some people who took the survey claimed that if they knew the charity spent donations wisely, then they would give more.

5.3.2 Employee Relations and Disaster Fundraising

The second question was: What is the contribution of Employee Relations to Disaster Fundraising in URCS? The kind of relationship between employees and management according to the findings of the study had consequential effects on staff commitment to work. The results suggest that a communication policy was present and that employees were mostly ware of the organization's expectations and were motivated towards achieving corporate goals.

5.3.3 Community Relations and Disaster Fundraising

The third question was: What is the effect of Community Relations to Disaster Fundraising in URCS? The answer to this question attracted a lot of emotions from the public and divided opinion. Part of the community felt that URCS did not embrace the importance of engaging the local communities in its Disaster Fundraising activities. Someone said "*URCS seems only to remember the members of the community when there is a disaster and there is a shortage of resources to respond to that emergency*". Others believed that the organization's corporate

image was good and they were willing to participate in Disaster Fundraising programs as volunteers. There is room for improvement.

5.3.4 Media Relations and Disaster Fundraising

The fourth question was: What is the effect of Media Relations on Disaster Fundraising in URCS? The results indicated that the organization involved the media only when a disaster has occurred, such that the role the media became informative rather than a mechanism for mobilizing desired resources. More critically it was found out that the organization lagged behind modern innovations in the usage of social media tools for Disaster Fundraising.

5.4 Recommendations

Without over emphasizing the need to keep a brace with modernization, URCS will be obliged to engage more on usage of the media, more-so the application of electronic social media tools in enhancing its efforts in mobilizing resources for disaster interventions. This has to be a continuous process rather than postmortem after a disaster has occurred. The International Rescue Committee (IRC) is one example of such a charity which is constantly networking for support for war victims of all sorts.

As was evident from the research findings Public Relations is a long term ally of the URCS for all its Disaster Fundraising programs. With increasing responsibility and as more emergency interventions will be demanded the organization needs to rebuild its public image through innovative schemes such as attracting more volunteers and encouraging new membership.

Donors should be encouraged not only to give donations, but to actively participate in income generating events through protracted public relations programs, and hence broaden the fundraising resource base. That can only be possible by crafting good donor relations policy.

Above all, the communities are the target beneficiaries of all disaster interventions and therefore whatever it takes; URCS should ensure full engagement of the local communities in its Disaster Fundraising programs through opening up to partnership with communities in which it operates. The way forward is embracing Public Relations professionalism.

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UGANDA MANAGEMENT INSTITUTE, KAMPALA

QUESTIONNAIRE

Most Charity Organizations exist through generosity of Donors, and Fundraising is the way these organizations make money. The Uganda Red Cross Society is the lead non government organization in the provision of disaster interventions in Uganda.

SECTION A: PERSONAL INFORMATION

1. Sex: Male
 Female
2. Age: 20-30 years 31-40 years Above 40 years
3. Level of Education:
 UACE Diploma Bachelors Degree Post Graduate Other

SECTION B: CONTRIBUTION OF PUBLIC RELATIONS TO DISASTER FUNDRAISING

Compare how you believe Public Relations contribute to URCS Disaster Fundraising Programs. Circle an Appropriate Answer: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Strongly Disagree, and 5=Disagree

Section B – Donor relations						
Recognition						
1	The organisation has a person in charge of all donor information required to appropriately say thank you	1	2	3	4	5
2	The organisation has a well developed coordination plan for recognising donors	1	2	3	4	5
3	The organisation has considered additional ideas that would help the organisation distinguish itself from the others in regards to recognition of donors	1	2	3	4	5
4	The organisations recognition procedure is well understood by the donors.	1	2	3	4	5
5	The organisation has a list of donors and the donations that they have given	1	2	3	4	5
6	The organisation usually invites donors to the organisations events and activities that they have supported	1	2	3	4	5
7	The organisation acknowledges the donations received in a timely fashion	1	2	3	4	5
8	The organisation knows that acknowledging a donation is important in order to be able to ask for another donation	1	2	3	4	5
Accountability to donors						
9	The organisation often interacts with its donors to update them on the progress of the programmes that they gave a donation to.	1	2	3	4	5
10	The organisation writes reports to their donors showing the way their donation was used	1	2	3	4	5
11	The organisations donors usually make visits to the organisation to monitor the use of their donations	1	2	3	4	5
12	The organisation has financial systems that provide necessary information for the donors	1	2	3	4	5
13	The organisation submits quarterly and annual reports to its donors	1	2	3	4	5
Section C – Employee relations						
Communication						
14	Information needed to do my job is received on time	1	2	3	4	5

15	Information about company policies and goals are distributed to all staff	1	2	3	4	5
16	Information about departmental policies and goals are readily available to staff	1	2	3	4	5
17	Staff in the organisation have great abilities as communicators	1	2	3	4	5
18	Organisation communication motivates and stimulates enthusiasm for meeting its goals	1	2	3	4	5
	Commitment					
19	I am willing to put in a great deal of effort in order to help this organisation to be successful	1	2	3	4	5
20	I talk about this organisation to my friend and family as a great organisation to work fo	1	2	3	4	5
21	The employees are highly committed in implementing the organisations strategic plan	1	2	3	4	5
22	I find my values and the organisations values are similar	1	2	3	4	5
23	The organisation really inspires the very best in me in the way of job performance	1	2	3	4	5
	Section C – Community Relations					
	Involvement					
24	The organization helps the community gain employment as volunteers and to participate more fully in the society	1	2	3	4	5
25	The organisation often uses its volunteers in its fundraising events and activities	1	2	3	4	5
26	The organization keeps the community informed about the progress of their activities	1	2	3	4	5
27	The community members seek out more information about the organizations activities	1	2	3	4	5
28	The organization enables and supports staff to be involved in partnership working with communities	1	2	3	4	5
	Participation					
29	Fundraising meetings and events are organized in ways which are appropriate to the purpose of the organization and they facilitate effective participation	1	2	3	4	5
30	The organization has a range of opportunities through which community members can influence its decisions	1	2	3	4	5
31	The organization has means of giving feedback decisions and demonstrate the points of community interest and concern in those decisions	1	2	3	4	5
32	The community is usually willing to volunteer in the organisations activities	1	2	3	4	5
33	The organisation gives great importance to building community support	1	2	3	4	5
	Section D – Media Relations					
	Publicity					
34	The media houses usually reserve space for the organisation activities whenever called upon	1	2	3	4	5
35	The press releases usually describe the events and activities of the organisation in detail	1	2	3	4	5
36	The organisation usually produces note worthy or information that may deserve media attention	1	2	3	4	5
37	The organisation provides the media with early notices of upcoming events or projects	1	2	3	4	5
38	A detailed description of the project/ event with dates, times, cost and location are usually provided to the media	1	2	3	4	5
39	The organisation has specific publication issues that it gives about its activities and projects	1	2	3	4	5
40	The organisation has publications that show the progress of its projects and activities	1	2	3	4	5
	Section E – Fundraising					
	Income generating activities & projects					
41	The organisations business capitalises on its core mission	1	2	3	4	5

42	The organisation has a variety of skills that other institutions might be prepared to pay for	1	2	3	4	5
43	The organisation pays close attention to customers and their needs	1	2	3	4	5
44	The organisation has good costing for their products and services	1	2	3	4	5
45	The donations from the organisations projects help to boost its operations	1	2	3	4	5
46	The organisations events are usually targeted to an identifiable and reachable audience	1	2	3	4	5
47	Sponsors are usually updated about the organisations events and its expected audience	1	2	3	4	5
48	The organisation has skilled volunteers that its uses during its activities	1	2	3	4	5
49	Effective promotions are usually carried out for the organisations events	1	2	3	4	5
	Partnership					
50	Whenever the organisation approaches its partners for support for any of its activities they respond positively	1	2	3	4	5
51	The organisation often interacts with its key partners to seek their input in fundraising	1	2	3	4	5
52	The partners support the organisations overall objectives and mandate	1	2	3	4	5
53	Partners express willingness to strengthen activity planning and execution	1	2	3	4	5
54	The relationship the organisation and partner have speaks for it self	1	2	3	4	5
	Government grants					
55	The government supports the activities of the organisation	1	2	3	4	5
56	The government policies favour the fundraising activities of the organisation	1	2	3	4	5
57	The organisation knows the governments current interests and priorities in regard to its vision and mission	1	2	3	4	5
58	The organisation uses lobbying and publicity to try to influence the governments decision of funding	1	2	3	4	5
59	Whenever an emergency arises the government is quick to respond to the organisations plight	1	2	3	4	5
	Membership					
60	The organisations members believe in the organisations vision and mission	1	2	3	4	5
61	The organisations members attend and participate in all functions geared towards raising resources for the organisation	1	2	3	4	5
62	The organisations members are committed to seeing the organisation fulfil its mission	1	2	3	4	5
63	The members of the organisation usually offer new ideas for its activities	1	2	3	4	5
64	Feed back is usually given to members on the progress of the organisations projects	1	2	3	4	5

Appendix II: Interview guide

Donor relations

Recognition

- 1) As one of the key respondents of this study please give a brief description of your engagement with the Uganda Red Cross Society (URCS)?
- 2) You have seen this organization fundraise for its disasters comment on how you have seen its public relations support its fundraising.
- 3) Could you please describe how the organization recognizes its donors
- 4) Are you contented with the organizations current resource base for supporting disasters?
- 5) Do you see the organization surviving without from its donors due to failure to recognize their efforts and be able to conduct its community interventions when a disaster occurs?

Accountability to donors

- 6) How can donors assist the organization in improving their effectiveness, efficiency and governance?
- 7) How can NGOs assist donors in better understanding their needs, constraints and priorities?
- 8) Can you comment on the donor practices and regulations in respect to fundraising? Do you think they have a bearing on the organizations fundraising?

Employee relations

Communication

- 9) Can you comment on the kind of information that is provided to facilitate the organizations staff in implementing the organizations fundraising?
- 10) What messages and channels do you use?
- 11) Do you think that the organizations departmental communication policies support the staff in fulfilling the organizations fundraising needs?

Commitment

- 12) In your opinion, do you think the organizations staffs are committed in carrying out fundraising activities for the organization? If yes, please elaborate
- 13) In your opinion do you think that the organizations policies could have an effect on the organizations fundraising?

Community relations

Involvement

- 14) How would you describe the organizations public relations strategies to the community's involvement in its fundraising?
- 15) Could you please comment on how the community gets involved in the organizations disaster fundraising?

Participation

- 16) How would you describe the organizations public relations strategies to the community's participation in its fundraising?
- 17) Can you comment on the communities' willingness to participate in the organizations fundraising?
- 18) Could you please describe the mobilization and sensitization activities you conducted to encourage community participation in the organizations fundraising?

Publicity

- 19) What is the primary role of media relations in the organizations fundraising?
- 20) How does the organization approach the media with a fundraising appeal?
- 21) In your opinion does URCS get enough publicity for its programs and activities in the media to support its fundraising?

Income generating activities & projects

- 22) What effective income generating activities and projects do you employ in your organizations fundraising?
- 23) Did they prove to be an effective way of promoting social awareness and understanding about the organization and its fundraising?
- 24) Do you think that more Public relations needs to be used to enhance the effectiveness of fundraising from the organizations income generating activities and projects? Please elaborate

Partnership

- 25) Could you please describe the relationship that the organization has with its partners.
- 26) How would you describe the importance of the partnerships the organization has to its fundraising?
- 27) Would you think that without partnerships, fundraising would be at stake? Give your reasons

Government grants

- 28) What government policies are in place to support disasters in the country?
- 29) In your opinion do you think government policies could have an effect on the fundraising of the organization?
- 30) What has been the government response to the organizations interests and priorities regarding its disaster fundraising?

Membership

- 31) What effective membership schemes do you employ in your organization?
- 32) Did they prove to be an effective way of promoting social awareness and understanding about the organization?

- 33) Do you feel that more P.R needs to be used to enhance the effectiveness of fundraising from the organizations members?
- 34) As a respondent who is engaged with URCS where do you envisage URCS in the next 5 years in as far as disaster fundraising is concerned.

Appendix III: Documentary Review Checklist

- 1) URCS Strategic plan, 2007 – 2010.
- 2) Disaster Management Plan, 2009
- 3) URCS Communication Policy, 2007 – 2010
- 4) Departmental Reports
- 5) Organisational Development annual reports, 2008



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Your Ref:

Our Ref: G/35

25 May 2009

TO WHOM IT MAY CONCERN

MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Ms. Adeke Moira is a student of the Masters Degree in Management Studies of Uganda Management Institute 17th Intake 2008/2010 specializing in Resource Mobilisation and Management, Registration number: **08/MMSRMM/17/116**.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organisation, which is relevant to her research.

Her Research Topic is: ***The Role of Public Relations in Fundraising***".

Any assistance rendered to ~~him~~^{her} shall be appreciated.

Yours sincerely,

John Kittobbe
AG. HEAD, HIGHER DEGREES DEPARTMENT/PROGRAMME MANAGER,
MASTERS DEGREES IN MANAGEMENT STUDIES



THE UGANDA RED CROSS SOCIETY

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Your Ref:

Our Ref: .URCS/ADM/9/09

Date:

02 June 2009

The Ag. Head, Higher Degrees Department/Programme Manager,
Masters Degrees in Management Studies,
Plot 44 – 52 Jinja Road
P O ox 20131
KAMPALA – UGANDA

Dear Sir,

CASE STUDY WITH THE SOCIETY

I refer to your letter dated 27th May 2009 regarding the above subject introducing your student **Ms Adeke Moira**, who is majoring in Resource Mobilization and Management.

This is to inform you that Uganda Red Cross Society in her structure has a department of her interest. Therefore Ms. Adeke Moira has been permitted to study with the Society. While with us, she will be expected to abide by the rules and regulations of the Society.

A Supervisor shall be identified to guide her in order to achieve her objectives.

Yours faithfully

Nataka Michael Richard
Secretary General

OUR VISION:

An empowered, healthy and self-sustaining community that responds to the needs of the most vulnerable

<http://www.redcrossug.org>

OUR MISSION:

To improve the quality of life of the most vulnerable people in Uganda as an effective and efficient humanitarian organisation