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Resource Development for Mission Achievement in Tanzania's Rural NGOs

Aine Onesmo Robert Mushi
Walden University

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Walden University

College of Health Sciences and Public Policy

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Aine Onesmo Robert Mushi

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Review Committee

Dr. Eliesh Lane, Committee Chairperson,
Public Policy and Administration Faculty

Dr. Boris Bruk, Committee Member,
Public Policy and Administration Faculty

Dr. Lori Demeter, University Reviewer,
Public Policy and Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
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Abstract

Resource Development for Mission Achievement in Tanzania's Rural NGOs

by

Aine Onesmo Robert Mushi

MBA, University of Dar es Salaam, 2007

BA, University of Dar es Salaam, 1989

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

November 2022

Abstract

Failure of most rural-based nongovernmental organizations (NGOs) in Tanzania to accomplish their mission objectives effectively is a challenge which impacts most of the rural population. Researchers have yet been able to establish what resource development strategies could help the rural-based NGOs accomplish their mission objectives. The purpose of this study was to examine resource development measures and management activities currently implemented by local NGOs in a rural district of Tanzania for mission achievement. Resource dependence perspective was applied to frame the research questions on what resource development measures and management activities support the local rural-based NGOs to achieve their mission objectives. A total of 21 participants were engaged from the local NGOs and government through semistructured face-to-face interviews. Secondary data sources included archival data and official reports. Coding, categorization, and thematic analysis was then conducted on the data. The results of these analyses indicated understanding and implementation of resource development was central for mission achievement of the local NGOs in the rural Tanzania. The results also showed management effectiveness and the surrounding environment contributed towards mission achievement and in resource development efforts. Notably, the results showed capacity was a catalyst to understand and implement resource development measures to achieve mission objectives by most local NGOs. The rural-based local NGOs in Tanzania may benefit from the results of this study through positive social change by applying resource development measures for provision of effective and sustained social services for improved community members' quality of life.

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Dedication

I dedicate this work to my loving mother, Mdala Mary Mrema, whose prayers, maternal counsel, selfless dedication, and sacrifice was the foundation for my life journey.

To my late father, Onesmo Nakisa Maleto Mrema of loving memory, who would have been proud to see this work of his daughter. To my late brother Richard who would have been full of pride that his little sister has reached this grand milestone.

And to all my children, I trust that I have inspired you all. Always remember that there is nothing too difficult to achieve with God's guidance, determination, and hard work.

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Jeremiah 33:3. Call to me, and I will answer you, and will show you great things, and difficult, which you don't know.

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To God be the Glory, Great things he has done to me.

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Chapter 1: Introduction to the Study

Nongovernmental organizations (NGOs) in Tanzania play a pivotal role in bringing about positive social change at the national, district, and village levels. Despard et al. (2018) pointed out that NGOs are an emerging force in civil society for alleviating poverty and promoting social change and development in Sub-Saharan Africa (SSA) and other regions of the Global South. In Tanzania, the NGOs' Act of 2002 recognizes the contribution of local NGOs to the national development process and in strengthening the civil society's understanding and engagement in public policy policies (United Republic of Tanzania [URT], 2002). In 2020, the Tanzania NGOs' Report (URT, 2020) acknowledged that local NGOs in the country continue to play a significant role in complementing the government's efforts in bringing about economic and welfare development to the society in the country, both in rural and urban areas.

Local NGOs in Tanzania are well positioned to positively contribute to improved community livelihood in the rural areas where national development efforts cannot reach the majority of the population (URT, 2020). To attain such recognition, local NGOs in Tanzania need a favorable policy environment and adequate financial and human resources to achieve their mission objectives. Yet, sufficient and reliable resources are a far reaching goal that needs NGOs' deliberate efforts to attain (Sun et al., 2018). Local NGOs in Tanzania, specifically those in rural areas, are more challenged by resources for several reasons, including the operating environment (URT, 2020). Limited resource capacities to achieve mission objectives make most local NGOs at risk on their continued operations into the unforeseen future (Despard et al., 2018). Hence, the need to advance

the understanding of resource development for mission achievement and sustainability is crucial for local NGOs as a growing development sector, which was the impetus for this study. Therefore, this chapter presents the study's background that guided the identification of the research problem, purpose, and formulation of research questions. I also provide the theoretical framework, nature of the study, and definitions. I explain why the study was significant based on the discussed assumptions while recognizing potential scope and limitations.

Background to the Study

In Tanzania, like in most countries in SSA, most local NGOs depend much on external financial resources (Despard et al., 2018). However, there is a growing competition for such resources due to several challenges, including the current COVID-19 global pandemic. In most cases, for an organization to secure resources strategically and sustainably depends on its internal capacity to compete with other organizations (Jedele, 2020) and on how best it is positioned to explore different funding options. Thus, the need to understand the essence and practicability of resource development as a function and strategy is paramount now more than ever for local NGOs in Tanzania. Comprehensive formulation and application of resource development strategies provide a solid foundation for the local NGOs in Tanzania to provide the envisaged social services sustainably, hence achieving the organization's mission objectives and maintaining its trust to the public. It is equally vital for the local NGOs to fulfill their mission for credibility purposes.

This study aimed to add knowledge on the importance of understanding resource development for mission achievement for the local NGOs, specifically those operating in

the Kisarawe district. Resource development measures can be one of the approaches a local NGO can employ to ensure that it operates sustainably to address challenges facing a community or the general public. Resource development is one way in which the interests of the donor and the needs of NGOs are brought together (Koster et al., 2019) to bring about a positive change in a specific community. Resource development requires a thorough planning process to set sustainability goals and mechanisms to track progress towards attaining those goals. Aldashev and Navarra (2018) emphasized that resource development is one of the critical functions that contribute to the achievement of mission objectives and sustainability of most local NGOs.

Resource development is an organized means for generating funds for the public good (Sargeant & Jay, 2014). Resource development is process oriented, unlike fundraising, which is action oriented, and concerned with directly generating revenues to keep the agency funded (Hung & Berret, 2021; Sargeant & Jay, 2014). It is concerned with ways an organization or individual engages other stakeholders in deliberately building on the program and agency capacity to achieve a public good (Taylor & Miller-Stevens, 2018). While one of the outcomes of this engagement is fundraising, resource development also includes developing strong collaborative partnerships with stakeholders (Sargeant & Jay, 2014). According to Zyl et al. (2019), resource development is a collaborative process involving different stakeholders while considering an organization's internal and external operating context to create a vision for the long-term direction of program efforts.

NGOs operating in Tanzania, for a long time, have contributed to the advancement and the overall improvement of people's livelihoods and better quality of life. NGOs are not homogenous organizations but autonomous, free, and independent entities with equal status regardless of their identity (URT, 2020). As NGOs can include both local and international organizations, this study was focused on local NGOs only. The primary rationale was to provide additional knowledge on resource development strategies to the local NGOs in Tanzania beyond fundraising activities. Compared to their local counterparts, most international NGOs have extensive experience in resource development with more robust financial and human resources (Tran & AbouAssi, 2020). In contrast, most local NGOs in Tanzania do not have such knowledge and experiences, which constrain their operational and functional activities that contribute to mission achievement.

Local NGOs in Tanzania are governed by the NGOs Act, No. 24, of 2002. Among other objectives, the NGOs Act of 2002 is "to provide a broad framework for legal and institutional arrangements to facilitate the operations of local NGOs of Tanzania" (URT 2002, p.5). The NGOs Act of 2002 defines a *local NGO* as

a voluntary grouping of individuals or organization which is autonomous, nonpartisan, nonprofit sharing organized at a local, national or international level, for purposes of enhancing or promoting economic, environmental, social or cultural development or protecting the environment, lobbying or advocating on such issue; or established under the auspices of any religious or faith propagating organization, trade union, sports club, or community-based organization but does

not include a trade union, social club, sports club, political party, religious or faith propagating organization or community-based organization. (p.4)

Another critical aspect in the NGOs Act of 2002 relates to sources of funds. Given that NGOs are not commercial, investment, or trading entities by the legal definition, Section 32 of the NGOs Act allows registered local NGOs in Tanzania to “engage in all legally acceptable fundraising activities” (URT,2002, p.15). It is undeniable that local NGOs need funds to operate. Therefore, to engage in lawfully acceptable fundraising activities, an NGO has to be careful on the nature of the fundraising activities under consideration while navigating through the various laws lest the activities fall under the wrong side of the law and attract administrative scrutiny.

The NGO (Amendments) Regulations of 2019, Section 20, require all registered local NGOs to report to the registrar quarterly a year of its operations (URT, 2019). However, “as in 2015, out of 6,893 registered local NGOs, only 267 managed to submit the report on an annual basis” (URT, 2015, p.4). In addition, according to the NGO Regulations of 2019, local NGOs must submit to the Registrar sources of funding and funding contracts or agreements (URT, 2019). Although several laws are governing local NGOs, for this study, the main reference will be the NGOs Act, 2002 and the NGO (Amendments) Regulations, 2019. The operating legal framework of the NGOs in Tanzania contributes to the achievement (or not) of mission objectives. To ensure the focus of the study, I narrowed the scope of local NGOs in Tanzania to specifically the local NGOs in the Kisarawe district in the Pwani region. According to Harrison et al.

(2017), bounding the case for a case study is essential to focus, frame, and manage data collection and analysis.

According to the District Local NGOs' registrar, there are about 130 local NGOs registered in the Kisarawe district by 2021. The local NGOs focus on the environment and social services, including education, health, and HIV & AIDS. However, most local NGOs in the Kisarawe district struggle to accomplish their mission objectives effectively. The problem impacts most of the population of 116,541 individuals in the Kisarawe District (Pwani Investment Guide, 2019).

Most local NGOs in Kisarawe contribute to protecting natural water sources depended on by most Kisarawe residents, 80% of whom are smallholder farmers (Pwani Investment Guide, 2019). Other NGOs in Kisarawe provide health services to vulnerable children as the district has "one hospital, three health centers, and 31 dispensaries" (Kisarawe district, n.d), most of which are not well equipped. As Zyl et al. (2019) pointed out, the services provided by these organizations are crucial as they fill in the gaps not addressed by the government and private sector. However, there is no financial support from the government to the local NGOs. While the government emphasizes local NGOs' accountability through quarterly reporting (URT, 2002), donors are also expecting positive results on the ground. As a result, most local NGOs fail to report, hence losing public trust and facing the risk of being deregistered (URT, 2015). Possible factors contributing to this problem include a challenging operating environment, ineffective management leading to lack of accountability of resources, and inadequate human resources capacity (Aldashev & Navarra, 2018; URT, 2015). From this background, the research examined what resource

development strategies would support local NGOs operating in the Kisarawe district to achieve their mission objectives.

Adequate resources, both financial and human, are the core prerequisite for mission achievement. To reach this end, most local NGOs in the Kisarawe district have to mobilize resources, which is a much-needed capacity but lacking (Despard et al., 2018; Lu & Zhao, 2019). In addition, operating in rural Tanzania can be a challenge to the NGOs in the Kisarawe district in multiple ways, including a lack of reliable communication systems, technology, and accessibility throughout the year. I was specifically interested in examining the understanding and application of resource development measures by the local NGOs in the Kisarawe district, which is a rural environment, as one of the strategies that would contribute to the mission achievement. Effective implementation of resource development strategies would also improve management effectiveness and accountability of resources in bringing about sustained positive social change (Clerkin & Quinn, 2019). Kisarawe District represents most of the rural settings in Tanzania.

Research Problem

The specific problem was to determine what resource development strategies can help Kisarawe district's NGOs to successfully achieve their mission objectives based on their rural operating context. Currently, most local NGOs in the Kisarawe district cannot achieve mission objectives due to limited understanding and application of resource development strategies as one of the key drivers for mission achievement. There are no efforts from the government to support the local NGOs. At the same time, such entities do not have resources, including technical expertise, to address the situation as most local

NGOs in Kisarawe contribute to protecting natural water sources and ecosystems, which is the primary source of livelihood for most Kisarawe residents.

The problem also impacts local NGOs as institutions since they are constrained to achieve mission objectives and may lose public trust by failing to report to the government, donors, and beneficiaries, and can face the risk of being deregistered (URT, 2015). Many possible factors contribute to this problem, including lack of financial and human resources and capacity, challenging operating environment, and ineffective management practices, including inadequate accountability of resources (Aldashev & Navarra, 2018; URT, 2020).

Other researchers have investigated factors that lead to the unsuccessful fulfillment of NGOs' mission objectives by focusing on government-local NGOs relationships, internal accountability, and local NGOs sustainability (Anwar et al., 2020; Zyl et al., 2019). None of the literature reviewed examined the understanding of resource development strategies among local NGOs in the Kisarawe district and how such strategies are applied (or not) in achieving mission objectives. This study contributes to the body of knowledge needed to address the problem by enhancing resource development understanding among local NGOs in the Kisarawe district to achieve and sustain the mission objectives. It also promotes effective management activities towards mission achievement based on the Kisarawe operating environment. In a broader Tanzanian environment, the study enhances knowledge of local NGOs' leaders, workers, and policymakers in developing policies and strategies that would promote local NGOs'

resource development efficiency to achieve their mission positively while capitalizing on the operating environment.

Purpose Statement

The purpose of this qualitative case study was to examine resource development measures implemented by the local NGOs in the Kisarawe district to achieve mission objectives. The central phenomenon is resource development formulation and implementation practices in the local NGOs in the Kisarawe district in Tanzania in achieving mission objectives; resource development requires implementing effective management strategies (see Sargeant & Jay, 2014; Zyl et al., 2019). I also examined local NGOs' management activities that support (or not) resource development measures. The research was conducted in the Kisarawe district, a rural area in Tanzania. The study involved three local NGOs, with seven participants from each NGO. The 21 participants included management and staff members from the identified local NGOs, and government officers from sectors related to the identified NGOs' focus. I applied individual face-to-face interviews to generate in-depth information for each research question.

Research Questions

Research Question 1 (RQ1): What resource development measures would support the local NGOs in the Kisarawe district to achieve their mission objectives?

Subquestion 1a (SubRQ1a): What are the factors from the surrounding environment that contribute (or not) to mission achievement

Subquestion 1b (SubRQ1b): What are the factors from the surrounding environment that contribute (or not) to resource development efforts?

Research Question 2 (RQ2): What management activities influence resource development measures of local NGOs in Kisarawe district?

Subquestion 2a (SubRQ2a): What are the factors from the surrounding environment that contribute (or not) to management effectiveness efforts?

Theoretical Framework

The theory that grounded this study is the resource dependence perspective presented by Jeffrey Pfeffer and Gerald Salancik in 1978. The resource dependence perspective stresses that all organizations exchange their resources with their environment as a condition for survival (Tashman, 2021). The theory contends that dependence on resources influences the actions of organizations' management actions and decisions (Werner, 2008, as cited in Tashman, 2021). While organizations' activities and outcomes can be constrained or advanced by contextual factors, the role of management should not be ignored in navigating the organization towards its mission objectives and survival.

The logical connections between the resource dependence theory and the nature of my study included applying the theory to understand resource development efforts made (or not) by the local NGOs in the Kisarawe district for mission achievement based on the environment in which such entities operate. The resource dependence perspective looks at organizations based on the environment in which they operate and how best they can explore the resources in such an environment to achieve their goals (Tashman, 2021). This study was focused on examining what resource development measures the local NGOs can apply in the Kisarawe district based on the resources that can be tapped from the internal and external operating environment to achieve mission objectives.

The theory emphasizes the linkage between organizations and the environment in bringing about the envisaged social change. The resource dependence perspective aligned with the case study design. It allowed for analysis of internal and external environments that can challenge or advance a particular case to achieve its mission objectives successfully. It also enabled organizations to examine the background of which it operates (and beyond) as an opportunity to explore resources for its sustainability (Tashman, 2021). Such an analysis sets the premise for examining local NGOs' resource development understanding and management activities as part of resources that can be acquired from the environment in responding to the research questions that form the essence of this study.

Nature of the Study

To address the research questions in this qualitative study, the specific research design was a case study design to examine resource development measures currently implemented (or not) by the local NGOs in the Kisarawe district. The study involved three registered local NGOs operating in the Kisarawe district as cases of the study. I selected the local NGOs through nonprobability sampling targeting registered local NGOs only. A total of 21 participants were purposively selected from local NGOs in the Kisarawe district and the relevant government offices.

A case study approach allowed to get in-depth information while examining resource development measures and management activities that would enable (or not) the local NGOs in the Kisarawe district to achieve mission objectives effectively. The case study approach corresponds with the identified resource dependence theory, which

emphasizes that external resources and an organization's management are prerequisites of a successful organization (Werner, 2008, as cited in Tashman, 2021). The research also explored management activities to realize the mission objectives of the selected study cases, local NGOs in the Kisarawe district of Tanzania.

The case study approach refers to research that focuses on a single (or more) individual, organization, event, program, or process (Harrison et al., 2017; Rashid et al., 2019). Multiple data collection methods, as one of the case study's strengths, generates rich and in-depth information (Harrison et al., 2017; O'Sullivan et al., 2017; Rudestam & Newton, 2015) directly from the local NGOs in the Kisarawe district to achieve the study's outcomes. The approach provided an avenue to conduct an in-depth exploration of multiple local NGOs in the Kisarawe district environment underscoring the fact that the "phenomenon is not isolated from its context" (Rashid et al., 2019, p.5). The case study design included applying qualitative methods that allow the researcher's direct engagement with the cases under review (O'Sullivan et al., 2017) in their natural setting to generate first-hand answers to the research questions. According to Harrison et al. (2017), the case study approach allows the researcher to define the parameters of the case, including the participant(s), location, and process to be explored, and establish the timeframe for investigating the case to maximize the focus of the study.

As a qualitative research study, I was the main instrument for the data collection. I used semistructured face-to-face interviews with purposively selected participants to generate in-depth information. Other types and data sources included observation field notes as a participant-observer, examination of various websites' content, and analyzing

media monitoring reports. The choice of multiple data collection tools was to generate different views on the identified phenomenon (see O’Sullivan et.al., 2017). I used coding as the data analysis strategy to address the research questions. I identified keywords and phrases that summarized the actions and codes were noted to create themes. In addition to using Microsoft Word for data analysis, I also used NVivo12 Plus, a software program designed to analyze qualitative data in the data management and analysis process. I also used manual content analysis to support the noncomputerized data analysis technique.

Definitions

This research sought to generate further knowledge on resource development to the public and institutions such as NGOs to develop a stable platform that advances positive social change and vibrant public policy debate. Below are key terminologies that were often used in the subsequent sections of this research.

Local NGOs: The NGOs Act of 2002 defines local NGO as a voluntary grouping of individuals or organizations which is autonomous, non-partisan, non-profit sharing organized at a local, national or international level, for purposes of enhancing or promoting economic, environmental, social or cultural development or protecting the environment, lobbying or advocating on such issue; or established under the auspices of any religious or faith propagating organization, trade union, sports club, or community based organization but does not include a trade union, social club, sports club, political party, religious or faith propagating organization or community based organization.

Resource Development: Resource development is the field of work that enables a nonprofit organization to acquire, maintain, and advance the resources necessary to carry

out its work, grow its activities and achieve its mission. As a process, Sargeant and Jay (2014) noted that resource development involves the following elements.

1. Major gift programs include identification, cultivation, and solicitation of major donors
2. Planned giving programs which includes deferred gifts such as bequests and legacies (gifts in wills)
3. Annual fundraising drives, capital campaigns and other major fundraising drives often via direct mail marketing, both email and postal
4. Fundraising events
5. Digital development, for example, online fundraising campaigns
6. Employee fundraising drives especially matching gifts

Mission Statement: Mission statements are defined as “a written declaration that communicates the purpose of an organization” (Alegre et al., 2018, cited in Sloan, 2021, p.267). A mission statement is a short statement of why an organization exists, what its overall goal is, and identifies the goal of its operations: what kind of product or service it provides, its primary customers or market, and its geographical region of operation (Sloan, 2021). For a not-for-profit organization, a specific mission statement answers the questions: what do we do, for whom do we do it, and what is the benefit? (Sloan, 2021). Mission statements are emphasized in this this study because they publicly demonstrate how local NGOs portray themselves to stakeholders and articulate their purpose for existence.

Management Effectiveness: Management effectiveness means performing management activities effectively. Management effectiveness is key for measuring successes across a spectrum of work, even though projects differ enormously in nature, scope, and time frame (Clerkin & Quinn, 2019; Gareta et al, 2020). The effectiveness of projects is assessed with how effectively they support the fulfilment of the organizational missions.

NGO Sustainability: When sustainability is applied to the operations of an NGO, it is considered to be the ability of administrators to maintain an organization over the long term (Appe, 2019). Hailey and Salway (2016, as cited in Appe, 2019) defined a “sustainable NGO” as an organization “that can continue to fulfill its mission over time and in so doing meets the needs of its key stakeholders particularly its beneficiaries and supporters” (p. 581). In the same line, financial sustainability, refers to “how organizations can mobilize resources to continue to operate in the context of the changing aid architecture where most of the principal sources of funds were declining” (p. 351). According to Appe (2019), to attain operational sustainability, NGOs must develop strategies that include: (a) eggs-in-multiple-baskets strategy; (b) cost-cutting; (c) strength-in-numbers; (d) security-under-partnership; (e) credibility building; and (f) visibility-enhancing strategies to garner diverse resources.

Assumptions

The basic assumption of this study was that local NGOs in the Kisarawe district are established for the overall positive welfare of the target population according to governing NGOs Act of 2002 (URT, 2002). Thus, it was assumed that local NGOs in the

Kisarawe are established to address human challenges like extreme poverty and hunger, environment, child mortality, maternal health, HIV/AIDS, and other issues (URT, 2015). I assumed local NGOs operating in the rural areas work in a more challenging environment to achieve mission objectives. I also assumed the purposively selected participants for the study had the capacity to contribute meaningfully to the purpose statement of the study and address the research questions (O'Sullivan et al., 2017). Participants were assumed to be able to read and write and have basic knowledge of the English language. Because the interviews were conducted in Kisarawe district, a rural area, potential participants expected a small token of appreciation from me. However, in the consent form, I explicitly explained that there was no monetary compensation (see O'Sullivan et al., 2017; Rubin & Rubin, 2012). I assumed there would be delays during data collection due to different reasons, including the rainy season, which makes most of the roads impassable, and the COVID-19 pandemic, which restricts socialization. Importantly, I assumed I would be able to access updated government reports and records on local NGOs. Finally, I assumed the study findings are generalizable to other parts of Tanzania and other developing countries.

On philosophical and methodological assumptions, this qualitative research is premised on the quest for knowledge embedded in ontology and epistemology concerns (Farquhar, 2012). For this qualitative case study, I assumed, by using naturalism ontology, the natural settings and the participants were not removed from what surrounds them in everyday life (see Farquhar, 2012), hence being able to provide first-hand information about the researched phenomenon. The site of the study, Kisarawe district, is the natural

setting where the cases of the study, local NGOs, operate. The participants comprised local NGO staff and community members based in Kisarawe. From an epistemological point of view, according to Harrison et al. (2017), I assumed that knowledge exists within the selected participants, based on their interactions with the reality and lived experiences. Based on such assumptions, the participants were expected to provide in-depth information to unfold the research problem.

Ideographic ontology assumptions guided the study that the world is socially constructed and understood only by examining participants' perceptions or actors (Harrison et al., 2017). From such assumptions, the qualitative case study conducted face-to-face interviews to generate in-depth information from participants who knew the phenomenon to be researched. I also assumed what was captured in the study process can be presented in various formats, including photographs, narratives, reports, memos, and autobiographies to substantiate the study's natural setting and meaning to affect the expected social transformation outcome (Farquhar, 2012).

According to Harrison et al. (2017), for researchers who favor a closer engagement with the research phenomenon, their epistemology is interpretivist phenomenological. As a constructionist qualitative case study researcher, my primary assumption was on the meaning-making activities of groups and individuals (see Farquhar, 2012). I assumed that understanding the natural setting was not only to learn what people make of the world around them but also how people interpret what they see and come across and how they ascribe meanings and values to events or objects around them (see Rubin & Rubin, 2012). I, therefore, assumed a constructionist or interpretive worldview in examining the

understanding of resource development and what measures will support local NGOs in the Kisarawe district to achieve their mission objectives successfully by interpreting the information gathered from the planned qualitative case study. I assumed that working closely with local NGOs in the Kisarawe district, as the cases to be studied, would generate factual information on resource development understanding and application.

As an interpretivist researcher, I acknowledge that the research may have bias; however, it was well-addressed and explained in the study process. Throughout the study, I maintained a reflective journal to record my impressions, questions, opinions, and reactions. I was neutral to maintain the objectivity of the study. I reduced bias by asking quality questions at the right time and remaining aware and focused on sources of bias.

Scope and Delimitations

The scope of the study was limited to the Kisarawe district in the Pwani region in Tanzania. Kisarawe is a rural setting. The qualitative research applied a case study approach to generate in-depth information to address the research problem. The study focused on three registered local NGOs operating in the Kisarawe district. The planned number of participants was seven from each local NGOs including government officers, bringing to a total of 21 participants. The participants had knowledge and were able to provide in-depth information about local NGOs in the Kisarawe district. I used face-to-face semistructured interviews to gather data on the resource development measures and management activities impacting the mission achievement of local NGOs in Kisarawe district, Tanzania. The study's findings, recommendations, and conclusions may have far-

reaching applicability in most rural-based local NGOs in Tanzania, especially those operating in rural Tanzania.

Limitations

The qualitative case study focused on what resource development strategies can help Kisarawe district's NGOs achieve their mission objectives based on their rural operating context. The qualitative case study was an ideal methodology planned for this study for a holistic and in-depth investigation for quality outcomes. The case study offered a means of investigating complex social units consisting of multiple variables of potential importance in understanding the phenomenon (see Harrison et al., 2017). Limitations of this qualitative case study refer to potential challenges that may have hindered me from addressing the research problem to achieve the study's objectives.

This study involved a small sample size of only three registered local NGOs in the Kisarawe district, excluding more local NGOs in the community or other areas in Tanzania. The selected local NGOs' experiences might yield data that may not be representative of local NGOs elsewhere in Tanzania. However, the selection of the local NGOs aligned with the naturalism ontology and rationale of the study. Also, as the qualitative case study methodology explored the holistic account of the phenomenon, the results may affect and perhaps even improve practice not only of the local NGOs in Kisarawe, but also elsewhere in Tanzania. Strategic selection of interviewees and using qualitative analysis instruments also helped overcome this limitation.

Another possible limitation of this study was that participants may fail to recall important aspects of their experiences, limiting the depth of information to be collected.

The use of probing questions helped to mitigate this limitation. Another possible limitation was that participants may not be forthcoming with their organization's financial or other sensitive information. I used the data triangulation method from interviews, document review, and member checking to address such limitations. The triangulation of evidence was also applied to establish converging lines of the research (see Harrison et al., 2017). Every finding or conclusion of a case study rests on many sources that are corroborated, thus obtaining greater validity and reliability.

Potential barriers included difficulty recruiting participants for the face-to-face interviews due to the COVID-19 pandemic, which requires social distancing as preventive measures. Access to updated government reports was challenging as most available resources were not online and required multiple layers of requests and approval, hence the data collection process was delayed. I had to provide a small token for each participant as transport contribution. There were participants from the local NGOs who were living in Dar es salaam, so they had to travel from Dar es salaam to Kisarawe town for the interview. A small token to each participant was planned, as reflected in the consent form.

Ethically, I ensured that I was unbiased throughout the study since I am passionate about the development and survival of local NGOs that operate in the rural areas of Tanzania. The concern did not cause a limitation on data analysis and interpretation and did not, in any way influence the study results. Such bias was avoided by asking quality questions at the right time and remaining aware and focused on sources of bias (see McGrath et al., 2019). As a researcher, I trusted respondent perspectives and ensured that the research results lived up to the highest qualitative standards. I also adhered to

Institutional Review Board (IRB) guidelines to ensure the study is ethical. During this research, efforts were made to keep an objective view of the results obtained using the reflective journal.

Significance of the Study

The study was significant as it fills a gap in understanding how the formulation and implementation of resource development strategies effectively contribute to NGOs' mission objectives. The significance of the study (understanding and application of resource development strategies among local NGOs) are presented in terms of theory, practice, and social change.

Significance to Theory

This project is unique because it focused on local NGOs operating in rural Tanzania. There is limited research on resource development understanding and management activities to achieve organizational mission objectives, including sustaining positive social change. Aboramadan (2018) asserted that local NGOs transform society and, ultimately, the economy. Koster et al. (2019) espoused that most NGOs have management and accountability challenges to achieve their mission objectives effectively and sustainably in the current competitive and ever-changing external context. Notably, Despard et al. (2018) emphasized that lack of resources development capacity would lead to the NGOs' collapse as an emerging sector. My study can inform the government's understanding and policy decisions on local NGOs and serves as a reference source for other researchers in the subject area. The study also contributes to local NGOs' resource development and management literature and understanding by providing information that

would support local NGOs to achieve their mission objectives in quality and sustained manner.

Significance to Practice

Local NGOs are the best conduit toward reducing poverty and furthering development in Tanzania. The qualitative study provides a deep exposure to the challenges facing local NGOs operating in rural Kisarawe district but can also be applied to other districts in Tanzania. It provides a new call to engage with them to maximize the resource development opportunities in addressing mission achievement challenges. With an enhanced understanding and effective implementation of resource development measures, NGOs would successfully achieve their mission objectives, hence providing practical and sustainable social change opportunities to improve community members' quality of life. The study builds a foundation for how local NGOs can best compete for quality program delivery and sustainability. Importantly there was an introduction of resource development staff and practice within local NGOs for partnership building as a prerequisite for mission achievement and suitability.

Significance to Social Change

Social change can result from a specific action made to improve human social lives in a community. An individual, community, organization, or government can initiate the change intervention without expecting any financial gain, promotion, or benefits. The study has a double impact. It assists the local NGOs in understanding and implementing resource development measures and management activities to achieve their respective mission objectives hence bringing a positive change at an organizational and community

level. Such outcomes would enhance the accountability of local NGOs in Kisarawe district to their mission and stakeholders, including the community members and the government. The situation may restore the trust of the local NGOs to the stakeholders.

On the other hand, Kisarawe residents can benefit from the strengthened local NGOs' quality interventions to be implemented based on findings from this study. The interventions can support the community and provide relevant skills and knowledge that can empower communities to address socioeconomic challenges at the family and community level. The achievement of the local NGOs' missions can ultimately stimulate and sustain positive social change among Kisarawe district's residents.

The result of this study helps NGOs' leaders strive to understand resource development as a significant determinant of attaining their organizational goals. Such efforts may bring about social change by enhancing the NGOs' overall performance based on their vision and mission statements. This study promotes local NGOs' management effectiveness in rural Tanzania to bring about positive social change to the targeted population.

Summary

The specific research problem addressed through this study was what resource development strategies can help Kisarawe district's NGOs to successfully achieve their mission objectives based on their rural operating context. The introduction section briefly highlighted the reasons for which the study was selected, the key prevailing problem that the study sought to understand, and the research intervention. The chapter also included an outline of the methodology applied to advance the understanding of the problem. The

section examined a variety of academic resources. It offered a synopsis of the theoretical grounding for additional knowledge to reinforce the reasoning for the research. The section also outlined the justification for selecting the theoretical framework applied for this research and its appropriateness for the qualitative study. The presentation of the main definitions provided an outline of conceptual boundaries within which the study remains. The section also outlined assumptions that the research made from the onset on applying the notion of public participation and the theoretical framework. Chapter 2 provides an in-depth analysis of the theoretical and academic grounding for this research and further justification for its conduct in Tanzania.

Chapter 2: Literature Review

This study examined what resource development strategies can help Kisarawe district's NGOs successfully achieve their mission objectives based on their rural operating context. The purpose of this qualitative study was to examine resource development measures implemented (or not) by the local NGOs in the Kisarawe district to achieve mission objectives based on their operating environment. The central phenomenon was resource development formulation and implementation practices in the local NGOs in the Kisarawe district in Tanzania in achieving mission objectives.

This chapter reviews extant theories and literature relevant to this study. The chapter provides a context for the research. To unfold the discussion, I review relevant organizational theories to add value to the understanding of local NGOs in the Kisarawe district, as formal organizations, with the environment in which they operate towards organizational mission achievement. The chapter also presents gaps in the reviewed literature and demonstrates why the selected study addressed the identified research problem. The literature review focuses on resource development strategies in the local NGOs' operating environment. The aim was to understand better internal and external operating environment issues that can (or cannot) affect achieving organizations' mission objectives. The scholarly literature reviewed included local NGOs' resource development practices, operating environment, management effectiveness and accountability, mission achievement, and sustainability.

Literature Search Strategy

The literature search strategy facilitates the systematic identification of current patterns and trends in the literature to identify gaps in a body of knowledge that the study attempted to address. The literature review began with examining the theoretical framework for this study. I started by reviewing modern organizational theories to justify examining the local NGOs as formal organizations. The open system theory is discussed as a platform to inform the study's resource dependence perspective by Jeffrey Pfeffer and Gerald Salancik, advocated in 1978 as the theoretical framework. The discussion of the theoretical framework addressed the essence of understanding resource dependence, which was the core element of the study.

I started the literature search by reading reviewed articles on resources development and local NGOs to understand and identify main concepts that fit with the focus of the research. I used specific key search terms and combinations of search terms during my review which included *resource development, NGO resources and sustainability, fundraising, NGOs' management effectiveness, accountability, NGO challenges, organizational theories, open system, and resource dependence theory and application.*

The review adopted two approaches to accommodate a range of sources necessary to understand resource development strategies in the framework of local NGOs in the Kisarawe district. First, I expanded my review of sources to include peer-reviewed articles and publications and additional relevant publications such as scholarly books and journals, government policy documents, and media publications. Second, I examined the resource

dependence theory and how local NGOs can capitalize on their internal and external resources for mission achievement, survival, and sustainability. I used web-based search engines, namely Education Source, SAGE Journals, Google Scholar, and Walden University's Thoreau multi-database search to find articles that helped narrow down the research problem. I developed subtopics of the literature to facilitate literature review search and focus.

Theoretical Framework

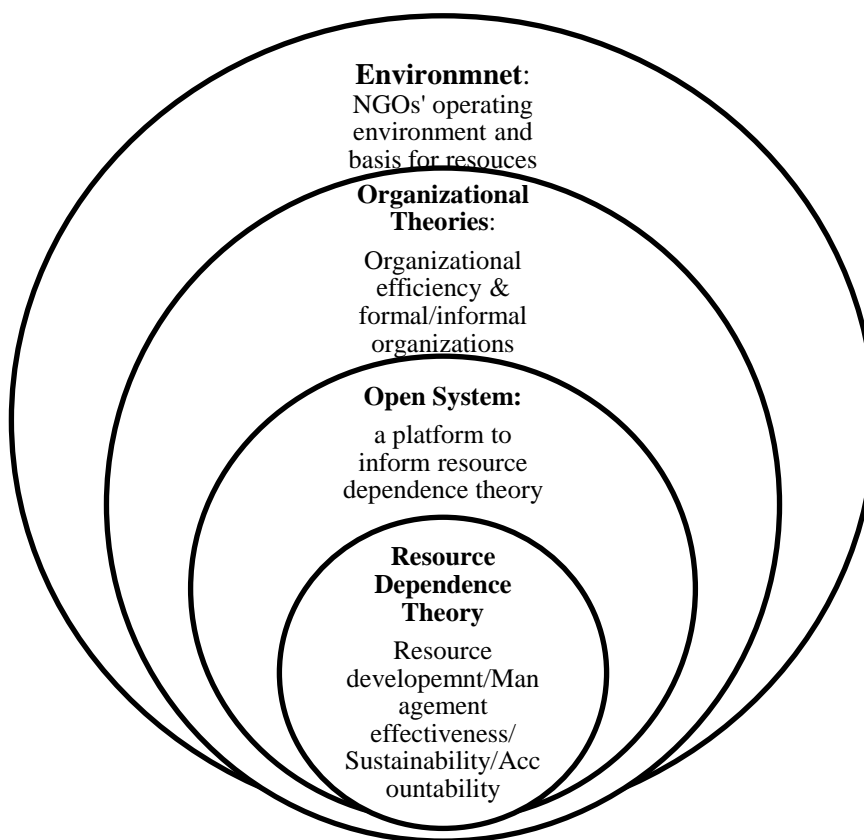
In the theoretical framework section, I discuss theories that have been used to address a similar research problem. I then propose a particular theoretical framework as a potential explanation to the identified research problem. The theoretical framework ultimately contributed to the literature, theory, and concepts that others can use to understand and solve similar research problems. The comprehensive review of the theoretical framework was established because for an organization to operate and survive, it has to operate within a specific environment. Hence, the environment, which includes policies and guidelines, sets a foundation for the organization's mission and objectives (McGrath, 2019). This also means the local NGO's mission is to bring positive change to a specific environment, such as Partelow et al. (2020) observed, specifically from the environment where organizations are established.

The discussion on organizational theories set the basis of the intended research on local NGOs as formal organizations. Such organizations operate in a specific environment where they acquire the necessary resources to achieve their objectives (Birken et al., 2017; O'Leary & Boland, 2020). I then discuss the open system theory to inform the resources

dependence perspective. I then narrow down the discussion on how resource dependence perspectives can fit to explain the research problem. The linkages are illustrated in the Figure 1.

Figure 1

Theoretical Framework Linkage



Organizational Theories Review

Understanding how organizations work has been the focus of scientists and scholars until the early part of the 20th century (O'Leary & Boland, 2020). Just as organizations have evolved, so have the theories explaining them. Organizational theories

describe, present, and predict the complex interaction between organizations and their external environments (Birken et al., 2017; Jung & Vakharia, 2019). Review discussion on modern structural organization and formal organization as components of the organization theories (O'Leary & Boland, 2020) can be an appropriate foundation for analyzing the local NGOs in the Kisarawe district, as formal entities, in relation to mission achievement.

Derived from Adam Smith, Henri Fayol, Winslow Taylor, and Max Weber (Jung & Vakharia, 2019), the modern structural organization theory is grounded on the fact that organizational efficiency is the essence of organizational rationality. According to Fayol, Taylor, and Weber (O'Leary & Boland, 2020), the theory underpinned key four elements which assert that: organizations are rational institutions whose primary purpose is to accomplish established objectives; there is a best organizational structure; specialization and division of labor are essential for increased productivity; and organizational challenges emanate from structural flaws hence can be resolved by changing the structure (O'Leary & Boland, 2020). The modern structural organization theory considers the structure as the primary tool for making organizational improvements (see Shafritz et al., 2016). The theory does not include broader resource considerations that could influence the organization's internal or external structures. Also, the theory is limited in explaining the organization in the wider external environment. It only acknowledged the existence of external environments based on technology (Shafritz et al., 2016). An expanded vision would fit the rationale on why both internal and external environments are critical in addressing the research problem.

Other theorists, Peter M. Blau and W. Richard Scott, who in 1962 introduced the concept of formal organization, asserted that all organizations include both a formal and informal element (Birken et al., 2017). The theorists contended that it is impossible to know and understand the actual structure of a formal organization without a similar understanding of its parallel informal organization (Shafritz et al., 2016). It is indisputable that formal organizations (profit or non-profit) have been formally established for the explicit purpose of achieving specific goals. However, there is no explicit explanation of the informal organizations to guide the discussion of the theory in relation to the planned study. The theory would add value to the study if the informal organizations Blau and Scott referred to include local NGOs.

Although the discussed theories have been recognized as relevant in analyzing organizations, they do not fully explain the local NGOs in Kisarawe district as formal organizations in relations to their operating surroundings, resources (availability or non-availability), challenges, and opportunities. To enhance such a discussion, the open system by Daniel Katz and Robert Kahn advanced in 1966 was analyzed as a platform to inform the potential theory of the study.

Open Systems Theory Review

The open systems theory by Daniel Katz and Robert Kahn, advanced in 1966, appreciates the interdependence and interaction between organizations and their environment (Jung & Vakharia, 2019). The key point of using the open system is based on the fact that organizations cannot exist without their environment. At the same time, noting the outer environment as an essential part of an organizational ecosystem (von

Bertalanffy 1972; Senge 1990; Seddon 2008; Ackoff 2010; Gharajedaghi 2011; as cited in Jung & Vakharia, 2019). The open system lays a foundation that the environment as an essential part of the organization is also a vital resource and an opportunity to be explored by organizations to achieve their mission objectives and sustainability. Therefore, I reviewed the open systems theory to include the analysis of both internal and external operating environments of the local NGOs in the Kisarawe district.

Open systems theory emphasizes that organizations, as open structures, must interact with the environments in which they operate to be successful (Barak, 2019; Jung & Vakharia, 2019). Despite its logical contention on the relationship between an organization and its internal and external environment, the open system theory does not explicitly explain how such an environment could add value to organizational mission achievement. Specifically, how can the external and internal environment resources contribute to achieving organizational mission objectives? As a prerequisite to the resource dependence theory, the study looked at the relationship between the local NGOs in Kisarawe district's internal components and external environment while capitalizing on resources from both settings to achieve their mission objectives ensure sustainability.

Resource Dependence Perspective

The resource dependence perspective by Jeffrey Pfeffer and Gerald Salancik, promoted in 1978, provides that no organizations are self-sufficient. They must engage in exchange with their environments to survive (see Tashman, 2021). The continued global economic shocks brought by numerous reasons, including the COVID-19, led to decreasing revenues from the government to individual levels (Organization for Economic

Co-operation and Development [OECD], 2020). The increased expenditures and rising operational costs of local NGOs are critical issues that are further heightened by the current global economic environment. To address the challenges associated with reduced revenue and rising costs, the study has explored how local NGOs can leverage the resource dependence theory for increased resource capacity to ensure their sustainability. Birken et al. (2017) noted that organizations form relationships with other organizations to acquire and maintain resources and autonomy. However, Shon et al. (2019) cautioned that different resource providers have different demands and expectations on organizational outcomes; hence NGOs may act per the demands of their primary funding agent and not the organizational mission.

The resource dependence theory serves as a better fit given its three primary themes: (a) environmental effects on organizations; (b) organizational efforts to manage environmental constraints; and (c) how environmental constraint affects internal organizational dynamics (Pfeffer & Salancik, 2003 as cited in Tashman, 2021). Resource dependence theory emphasizes the importance of power balance, suggesting that to survive in a competitive environment, an organization should assess internal structures and capacities to maximize external resources (Hung & Berrett, 2021). Through the resource dependence theory, local NGOs could develop sound resource development strategies that can garner more significant resources and serve as a guide for local NGOs administrators and leaders.

Resource Dependence and Local NGOs

Resource dependence viewpoints underscore that organizations survive to the extent that they are effective (Shon et al., 2019). The resource dependence perspective looks at organizational action through the scope of the organization's environments and the need to procure resources that derive from that environment (Jung & Vakharia, 2019). Although the resource dependence theory has been mostly integrated into the organizational strategy of for-profits, this theory has also been applied in the nonprofit arena (Jung & Vakharia, 2019). However, the work done earlier on nonprofit organizations did not relate to the interconnection between local NGOs and the specific context of the entities, especially in the SSA countries (Despard et al., 2018). Therefore, in this study, I had explored the resource dependence theory due to its emphasis on understanding the environmental elements to acquire essential resources for the mission achievement of the local NGOs in the Kisarawe district. Such understanding has implications for local NGOs' successful mission achievement through effective resource development efforts for institutional survival and sustainability.

Resource Dependence and Organizational Sustainability

According to Pfeffer and Salancik (1978, as cited in Shon et al. 2019), the underpinning of organizational survival is the organization's ability to acquire resources in an unstrained environment. It requires concerted efforts, strategic thinking capacities, and internal commitment of non-governmental organizations to understand what resources will be needed internally and externally to achieve organizational mission objectives and access such resources (Shon et al., 2019). The resources can be human, technology, and

finances. As such, it underscores the notion that organizations are linked to the environment through their dependence on other organizations for the many resources they require (Pfeffer and Salancik, 2003, as cited in Shon et al., 2019). For example, local NGOs in Kisarawe are linked to their environments for critical resources such as staff, volunteers, or mission achievement. In other areas, some local NGOs may find essential resources such as staff and funding easily due to their closeness to a resourceful environment.

In Tanzania, as an example, local NGOs based in urban cities of Dar es Salaam, Arusha, and Kilimanjaro are more likely to have the most qualified staff due to the office-home proximity. Such local NGOs can also access funding opportunities as they can easily reach out to donors' offices, and most importantly, they have reliable internet connectivity. Like the ones in the Kisarawe district, most rural-based local NGOs do not have such opportunities. Despard et al. (2018) observed that organizations must adapt for survival and sustainability as environments become more tumultuous. In such situations, understanding the environment as a source of resources needed for mission achievement is paramount for the local NGOs' sustainability. However, such an understanding has not been expounded in the framework of the local NGOs in the Kisarawe district, hence the rationale of using resource dependence perspective for this study.

Literature Review

Local NGO Environment and Resources

Competition for resources, especially funding in local NGOs, is becoming more challenging. It has become much more difficult for local NGOs based in rural areas to

enter and flourish in a technologically advanced, information-based, and increasingly competitive workplace (OECD, 2020). In such a situation, local NGOs must explore their environment to assess how best to successfully navigate through the competitive landscape with positive outcomes (Lu & Zhao, 2019). The general external environment consists of factors that can indirectly influence the operation of an organization. Legal, policy, political, sociocultural, economic, and technological issues may be considered elements of the general environment (Barak, 2019), which can impact the organization's internal environment. The internal environment of nonprofit organizations includes the individuals (both paid staff and volunteers) who work for the organization, management system, and structure (Koster et al., 2019).

Much has been researched on the relationship of both external and internal environment to the organizations. However, little is known on how local NGOs in the Kisarawe district can capitalize or influence internal and external resources to achieve mission objectives. Resources in terms of human and financial. Despite the importance of the environment for local NGOs, limited attention has been researched on specifically the impact of external and internal resources and environment on local NGOs in the Kisarawe district sustainability and efforts to achieve mission objectives. The research has filled the identified gap by exploring how local NGOs in the Kisarawe district can maximize and adapt to the ever-changing environment to maximize resources for mission achievement.

Local NGOs and Accountability

Accountability is "the means by which individuals and organizations report to a recognized authority or authorities and are held responsible for their actions" (Edwards &

Hulme 1996, cited in Clerking & Quinn, 2020, p.1349). Accountability requires local NGOs to account for program activities and funding expenditures to another stakeholder group or individual. Accountability or the state of being accountable remains one of the critical issues affecting local NGOs at all levels, particularly in developing countries (Koster et al., 2019). Accountability is one of the benchmarks for effective resource development measures. In Tanzania, as accountability measures, local NGOs are required to submit annual financial and activities reports to the Registrar of NGOs, and the reports are made public (see URT, 2002). The practice is one of the local NGOs' accountability measures to the government, beneficiaries, and the public. It is also mandatory for the local NGOs to report to donor agencies' as they are also accountable to their respective governing boards and sponsors (Anwar et al., 2020; Koster et al., 2019).

Accountability mechanisms in local NGOs take several forms. Internal accountability includes legal instruments, policies, mandates, values, legislative provisions, rules, and regulations (Anwar et al., 2020). It can also be in the form of processes covering how work is done, disbursement and deployment of resources, and accounting. According to Aldashev and Navarra (2018), such processes can be translated into upward accountability (to donors), downward accountability (to beneficiaries), inward accountability (to themselves), and horizontal mobility (to their peers). Accountability of local NGOs should not be limited to internal procedures and immediate projects results but also fiduciary responsibility of good governance and safeguarding (Aldashev & Navarra, 2018; Clerking & Quinn, 2020; Zyl et al., 2019). Further to this assertion, which was in line with the focus of this study, is that local NGOs' accountability contributes to

their sustained survival (Zyl et al., 2019). However, little research is done on accountability issues within specific local NGO settings.

Preceding studies have not entirely focused on assessing the accountability of local NGOs operating in rural areas and how it has particularly influenced resource development efforts to achieve mission objectives. The study expounded the matter with the contention that, based on the resource dependence theory, accountability of local NGOs cannot be completely assessed without critically taking into consideration management effectiveness towards resources.

Local NGO Management Effectiveness

Local NGOs need to develop a strategic context that centers on long-term considerations for management effectiveness. A predominant way in which organizations are viewed as effective is the level at which they are achieving or have achieved mission objectives (Sloan, 2021). Aboramadan (2018) contended that the management effectiveness of NGOs should be assessed by linking accountability together with different management areas that impact (negatively or positively) the performance of NGOs. Clerking and Quinn (2020) argued that, to enhance management effectiveness, the management process has to involve understanding present deficiencies, having a vision of the future, and planning on strategic techniques that can transform the current resources to achieve the desired results. Zyl et al. (2019) added management accountability to resources enhances management effectiveness. According to Clerking and Quinn (2020), local NGOs' management effectiveness could be achieved through strategic planning efforts to assess specific goals and outcomes and account for the value-for-money.

However, little attention has been dedicated to the management system of NGOs (Aboramadan, 2018). Also, Clerking and Quinn (2020) observed that management accounting research in informing debates about NGO performance is limited. Besides, much of the reviewed literature on management effectiveness has not shed light on local NGOs operating in rural settings and working with local communities like local NGOs in the Kisarawe district. This study fills the gap by including an analysis of how the operating environment of local NGOs in Kisarawe district can (or cannot) contribute to the management effectiveness. Such an analysis would provide local NGOs in the Kisarawe district with possible pathways to ensure organizational sustainability while achieving mission objectives through strategic resource development activities.

Local NGO Resource Development Efforts

The most significant catalyst of local NGOs' operations and survival is to maximize resource development measures. Resource development involves all activities that lead towards securing the new and additional partnerships and resources for an organization (Taylor & Miller-Stevens, 2018). Such activities involve donor recruiting, education, soliciting (Hung & Berret, 2021). It also involves sharing of information not only of finances but also the development results (Clerkin & Quinn, 2019). In some literature, resource mobilization is used interchangeably with resource development. However, Sargeant and Jay (2014) observed that resource development is a more comprehensive process than mobilizing resources. Resource mobilization can involve securing new or additional funds and ensuring better use of and maximizing existing resources (Hung & Berrett, 2021). Resource development contributes to building an

organization's internal capacity to develop long-lasting partnerships to bring about sustained social change in a community (Taylor & Miller-Stevens, 2018). Resource development aims to secure funds and build partnerships to achieve the common good and enhance organizational sustainability.

While in other countries, the conventional funding sources of local NGOs are government and its agencies, the situation is not the same in Tanzania. Local NGOs have to seek funds from different development partners, the private sector, and foundations (Anwar et al., 2020; Lu & Zhao, 2019) without government support. To survive, local NGOs are engaged in fundraising, which is one component of resource development (Sargeant & Jay, 2014). Resource development is essential to local NGOs. It ensures the continuation of the organization's service provision to community members, allows for improvement and scale-up of products and services the organization currently provides, and importantly supports organizational sustainability (Clerkin & Quinn, 2019; Shon, 2019). In the context of this research, institutional sustainability referred to the organization that has a solid yet flexible structure, accountable, and transparent governance practices (Appel, 2019). Its structure and good governance allow NGOs to respond to the shifting priorities of their supporters and new responsibilities toward their clients while creating a positive work climate for their staff. Aldashev and Navarra (2018) emphasize that resource development needs strategic planning and capacity to achieve sustained outcomes.

Resource development also necessitates local NGOs' adequate internal capacity to manage resources and transparent governance (Sargeant & Jay, 2014). Despite its

importance, resource development is still a new concept to most local NGOs in Tanzania, specifically in the Kisarawe district; hence there is minimal literature. The study adds knowledge on resource development, instead of resource mobilization, to support the local NGOs in the Kisarawe district to achieve their mission objectives.

Gap in Literature

Other researchers have investigated factors that lead to the unsuccessful fulfillment of NGOs' mission objectives by focusing on government-local NGOs relationships, internal accountability, and ineffective management (Anwar et al., 2020; Zyl et al., 2019). This study fills the gap in understanding local NGOs' resource development efforts based on the surrounding environment. Despite the importance of the environment for organizations, limited attention is focused on this area (Pfeffer & Salancik, 2003, as cited in Jung & Vakharia, 2019). Other literature focused on the limited capacity of local NGOs to mobilize resources (Despard et al., 2018). None of the literature reviewed examined the understanding of resource development strategies among local NGOs in the Kisarawe district and how such strategies are applied (or not) in achieving mission objectives.

Also, there is limited information on what resources development strategies should be formulated and implemented to facilitate local NGOs in Tanzania's Kisarawe district to achieve their mission objectives based on their rural environment successfully. My study has filled this gap by advancing the understanding of resource development and practice within local NGOs in the Kisarawe district of Tanzania. It contributes to enhanced knowledge of local NGOs' leaders, workers, and policymakers in developing policies and

strategies that would promote local NGOs' resource development efficiency to achieve their mission positively based on their operating surroundings.

Summary and Conclusion

Set on the premises of the resource dependence perspective, the literature reviewed expanded the study by exploring resource development, operating environment, accountability, and management effectiveness as a prerequisite for local NGOs' mission achievement and sustainability. The resource dependence perspectives add value to the linkage of the research topic with the context on the basis that organizations depend on the environment for their resources for their survival and sustainability. Resource dependence perspectives correspond to the need for enhanced resource development measures among local NGOs in the Kisarawe district. The review of the organizational theories had sharpened the development of research questions and interview questions. It also provided an avenue for probing during data collection.

The theoretical framework and literature review linkage set the basis for a qualitative study that would apply a case study approach. The study outcomes will support the local NGOs in the Kisarawe district to develop resource development strategies by assessing available resources in their operating environment to achieve mission objectives. Chapter 3 discusses the qualitative case study research methodology employed, including a data collection plan and the participants. I have also presented an approach to data management and analysis that led to achieved study's outcome.

Chapter 3: Research Method

This chapter describes the research approach of this qualitative study that aimed to examine resource development measures implemented by the local NGOs in the Kisarawe district to achieve mission objectives. The chapter justifies the choice of the qualitative method over quantitative and mixed-method designs. As I used the case study approach, I also explain the rationale of using such an approach and the criteria used to select the cases. I elaborate on the method used to identify the participants for the research, measures towards their protection, and retention of ethical considerations throughout the study. I also present data collection methods and details on how the information collected from interviews and other sources were managed and analyzed.

Research Design

The central phenomenon of the intended study was resource development measures and management practices in the local NGOs in the Kisarawe district in Tanzania in achieving mission objectives. The qualitative method, which was employed in this study, included the assessment of "the what, why and how parameters of research, rather than the how much in the research, the latter being a dominant characteristic of the quantitative tradition" (Ritchie et al., 2012, p. 3). I specifically used a qualitative case study research approach (O'Sullivan et al., 2017) to answer the following research questions:

RQ1: What resource development measures would support the local NGOs in the Kisarawe district to achieve their mission objectives?

SubRQ1a: What are the factors from the surrounding environment that contribute (or not) to mission achievement

SubRQ1b: What are the factors from the surrounding environment that contribute (or not) to resource development efforts?

RQ2: What management activities influence resource development measures of local NGOs in Kisarawe district?

SubRQ2a: What are the factors from the surrounding environment that contribute (or not) to management effectiveness efforts?

The reviewed literature demonstrated the need for further inquiry on understanding resource development among local NGOs in the Kisarawe district to achieve their mission objectives. The basis of this study was to advance an argument that a better understanding of resource development measures may lead the local NGOs in the Kisarawe district to achieve mission objectives. This situation may contribute to sustained social change. At the same time, it can enhance the management effectiveness of local NGOs to leverage resources from both internal and external environments, hence ensuring their survival.

Case Study Approach: A Rationale

The case study was the research design for the research. A case study design facilitates a holistic and meaningful examination of the investigated phenomenon (Harrison et al., 2017; Rudestam & Newton, 2015). The plan generated comprehensive and in-depth information about the local NGOs in the Kisarawe district to achieve the study's outcomes. Case studies refer to research that focuses on a single (or more) individual, organization, event, program, or process (Harrison et al., 2017; O'Sullivan et

al., 2017; Rudestam & Newton, 2015). I focused on the local NGOs in the Kisarawe district as a case for the study to generate more in-depth information on the phenomenon of interest. O'Sullivan et al. (2017) observed that the case study design allows a researcher to understand the mutual inter-relationship of causal factors and allows direct engagement or observation of the cases under study. With its ability to triangulate data from multiple sources (O'Sullivan et al., 2017; Rudestam & Newton, 2015), the case study research design can facilitate the selection of varied research methods to achieve a study's purpose. Such methods support a systematic collection of data to generate information that appropriately answers the research questions, hence ensuring the study's logic.

This qualitative case study examined resource development measures and management activities currently implemented by the local NGOs in the Kisarawe district. It also explored resource development strategies and management actions that need to be established and monitored for the local NGOs to achieve mission objectives effectively. The case study design includes applying qualitative methods that allow the researcher's direct engagement with the case under review (O'Sullivan et al., 2017). The selected qualitative methodology involved fieldwork (Ravitch & Carl, 2016) to systematically describe the phenomenon holistically to achieve quality outcomes of the study.

The case study approach corresponds with the identified resource dependence theory, which proposes that organizations change their external environment to secure access to the resources they need to survive (Tashman, 2021). Such contention means that an organization's competitiveness is determined by how it deals with its external resources. The case study approach allowed me to examine the resource dependence

theory proposition by understanding and applying resource development strategies of each selected local NGO in the Kisarawe district. The knowledge and application of resource development strategy are still developing in most local NGOs in Tanzania, particularly in the Kisarawe district. Should the local NGOs have such understanding, most local NGOs would have been in a credible and reliable position to compete and capitalize on external resources to contribute sustainably to the social good. The contribution of local NGOs' support to development efforts has a positive impact on the targeted population and has been well acknowledged by the government (URT, 2015). The study results can add knowledge to the local NGOs in the Kisarawe district and other registered local NGOs in the country, as most of them are facing similar challenges.

Role of the Researcher

Ravitch and Carl (2016) noted positionality as "the researchers' role and social location/identity in relationship to the context and setting of the research" (p. 537). In responsive interviewing, a researcher plays an active role hence should be aware of her/his attitudes that might positively or negatively influence the participant (see Rubin & Rubin, 2012). My role as the researcher was to observe and conduct semi-structured, in-depth interviews with the targeted respondents. I restrained from making judgmental comments that add no value to the study.

Managing Bias

As the researcher of this qualitative research study, my role was data collection, data analysis, and data interpretation. I was the sole data collection instrument for the individual interviews. This role could be subjective and biased. Ravitch and Carl (2016)

recommended using research journals in qualitative research to reduce bias. I used reflective journals to document participants' impressions and reactions to eliminate bias. I also kept a journal where I recorded how I may influence the results of each interview. According to Rubin and Rubin (2012), one of the main reasons the qualitative researcher maintains a reflective journal is to achieve a rigorous research process.

I had no prior relationship with the local NGOs operating in the Kisarawe district, specifically the ones that will be selected for the study. The research was my first time engaging with local NGOs in the Kisarawe district. However, the foundation of my career is on local NGOs, and I have a passion for their development. Such a situation could have posed a bias. I balanced personal prejudices and stereotypes in the study to address the bias. According to Ravitch and Carl (2016), reflexivity is the systematic assessment of researchers' identity, positionality, and subjectivity. For this study, the evaluation was ongoing to ensure the researcher's position and influence did not affect the study, specifically to prevent biases.

On the other hand, my experience with local NGOs was advantageous in conducting an in-depth interview and sourcing relevant data (Ravitch & Carl, 2016). Ethically, as a researcher, I had ensured that I was not biased throughout the study by using a reflexive journal to assess potential bias in each stage of the study for an actual final product. As a researcher, I adhered to Walden University's IRB guidelines to ensure the research is ethical.

Methodology

Participant Selection Logic

For this study, I adopted the qualitative method to examine resource development measures currently implemented (or not) by the local NGOs in the Kisarawe district in Tanzania. The qualitative case study design sample included three registered NGOs in the Kisarawe district selected using the nonprobability sampling technique (O'Sullivan et al., 2017). The method allowed narrowing the selection of the local NGOs in the Kisarawe district to focus on the registered local NGOs only. The selected sample facilitated information collection that has effectively unveiled the understanding of the phenomenon under study. I recruited a total of 17 participants from the selected NGO and four participants from the government for individual semi-structured interviews using the purposive sampling technique, brought a total of 21 participants. Purposive sampling was suitable for this study to identify participants who were the reliable source of in-depth information (Harrison et al., 2017) to respond to the research questions. The purposely identified participants for the interviews were the ones with knowledge (Patton, 2015) of the local NGOs in the Kisarawe district. The criteria were essential for providing factual, contextual, and authentic information.

The participants consisted of, first, NGOs' internal participants from the management team (the director and one board member, the one responsible for fundraising and resources mobilization activities) and permanent staff (one program officer and an accountant or any other staff accountable for finances). Second, NGOs' external

participants included government officials responsible for the NGOs in the district.

Beneficiaries were not included as most were under 18 years of age.

As each local NGO focuses on a specific area such as education, health, or legal rights advocacy, the purposely identified government officers provided in-depth information about NGOs' resource development measures and management activities in their respective sectors based on their engagement with the NGOs and official records of such entities. They also related their experiences with the local NGOs, their challenges, and strengths, and what could be done to improve their current status towards achieving their mission objectives successfully. The chosen sample was a total of 21 participants, which according to Rubin and Rubin (2012), will be adequate for data collection to reach a reasonable saturation point.

The semi-structured face-to-face interviews was administered to the purposively selected participants in the Kisarawe district. The interviews were conducted in English Language and transcribed by the researcher. All participants received an IRB-approved consent form before the interviews to obtain their informed consent to participate (O'Sullivan et al., 2017). Participation was voluntary, and individuals could withdraw their consent at any time without penalty.

I also collected secondary data from the identified local NGOs' annual narrative and financial reports. The narrative report provided comprehensive information on program implementation and results as per the mission's objectives. Archival data on local NGOs from the government's offices and previously reviewed literature on local NGOs'

management and resource development experiences also contributed to the study's trustworthiness of secondary data sources.

The selection of Kisarawe district as the sole setting of the study aligned with the identified research problem and theoretical framework that explores local NGOs in their respective operating environment. In line with the focus of the study's objectives, data was collected directly from Kisarawe district to give an accurate picture of how local NGOs operating in the rural environment understand and implement resource development objectives.

Instrumentation

I developed an interview guide that includes the invitation letter, informed consent, interview questions, and closing statement. The informed consent was the verbatim document from Walden's Institutional Review Board. I formulated semi-structured open-ended interview questions based on relevant concepts from the literature review and research questions for the individual interviews. The research questions set the study's direction and helped focus throughout the study (Nyirenda et al., 2020). The open-ended interview questions are essential in a qualitative study because participants will not be restricted to simple 'yes' or 'no' answers but will have room to provide detailed and in-depth information (see O'Sullivan et al., 2017). The process allowed the researcher to ask follow-up questions to provide more detailed information as appropriate (Nyirenda et al., 2020; O'Sullivan et al., 2017).

I planned to conduct face-to-face and telephone interviews to explore the research questions. The telephone interviews were a back-up plan specifically for the government

officials who might have competing priorities that made them unavailable on the planned interview time. However, all government officials were available for the face-to-face interviews which allowed for a more in-depth discussion to generate valuable information on the local NGOs in Kisarawe district. There was also a provision for social elements such as exchange of banter, laughter intonation, and voice (O'Sullivan et al., 2017). All interviews were recorded with participants' permission. The expected duration for each interview was about 50 minutes. McGrath et al. (2019) observed that interview protocols would help to ensure time management.

Data Sources

The research sought to generate data through a mixture of approaches to triangulate participation perspectives and description of the case study (Creswell, 2013; Harrison et al., 2017; Patton, 2015). The primary sources of data included face-to-face interviews. Based on the interviews, I generated in-depth information from the purposefully selected individuals about the selected local NGOs to address the research problem. The interviews guided the participants in their understanding of the local NGOs' achievements and challenges in achieving organizational mission objectives, management capacities and challenges, and existing resource development practices.

Secondary data included annual internal narrative and financial reports from the selected NGOs on past performance of achieved program outputs and financial expenditures. Other data sources consisted of archival data on local NGOs from the government's offices, government reports and publications, and websites.

Data Collection Plan

For this study, the researcher considered the following steps for data collection. Based on the Government of Tanzania's official procedures, I presented to the Kisarawe District Executive Director (DED) the request to conduct research with all required official documents from Walden University. With DED's approval, the district local NGOs Registrar provided a list of registered NGOs. I used the nonprobability sampling technique to identify three local NGOs as case studies. With Walden University's letter that allowed for the research and government official permission letter, I visited each potential NGO to invite them officially to participate in the study. During such visits, I also explained confidentiality issues guided by the IRB guidelines. The initial face-to-face visits built constructive rapport and trust with participants at all levels (see McGrath et al., 2019), ensuring their participation; no interview questions were shared at this level. Due to time constraints, I presented the formal invitation letter in the same meetings' where I asked for appointments for the interview.

The formal letter to each NGO requested for their approval to participate in the study and for the potential participants' availability to take part in the research. The letter explained the rationale of the study, its approach, and its benefits. They were also informed that the participation is of their own free choice, and there was a consent form to sign if a participant agrees to participate in the study. However, a participant had the right to withdraw from the study should she/he feel uncomfortable with the process. The letters also included the IRB informed consent form and examples of interview questions. I did not proceed with participants' recruitment or the formal data collection process until I

received a formal acceptance letter from the selected NGOs and IRB' final approval was granted.

Written confirmation from the potential participants informed the preparations of a place where the interviewee will be comfortable and with no interruptions. I spent about 50 minutes per participant and recorded all interviews to facilitate transcription. However, for participant who refused to be recorded or changes her/his mind on interview recording, I recorded the discussion by hand. After the interviews, I subjected the transcripts to member's checking by allowing the participants to review the transcript's content to ensure the accuracy of the researcher's interpretation of the participant interview responses. The process enabled participants to provide feedback and suggestions to improve further and strengthen the findings of the study.

Other data sources for the qualitative case study included documentary analysis (Rubin & Rubin, 2012), such as annual narrative and financial reports of the selected NGOs. The reports provided data on past performance in terms of achieved program outputs and financial expenditures. Archival data on local NGOs from the government's offices and previously reviewed the literature on local NGOs' resource development would provide a comprehensive background and theoretical framework. The researcher's daily journal and memos provided additional data on what happened during data collection.

Data Management

The data collected from each of the interviewed persons was stored in password-protected raw data files on my personal computer. The primary raw data

was simultaneously transferred into my computer using Microsoft Word, from which coding and analysis was completed. Data protection (recording, software, notepads, secondary data, and others) was aligned with the focus on ethical considerations adopted for this research. The information recorded through the voice recorder, my notebooks through which additional notes were taken, and secondary data was all safely kept in a locked cabinet that I was the only person to access.

Data Analysis Plan

The overall data analysis plan was based on information generated from the research questions. Codes, categories, and themes are essential elements of data management and organizing in a qualitative study to facilitate the analysis to answer the research questions (Rubin & Rubin, 2012). Saldaña (2016) described a code as a word or short phrase that symbolically captures the essence of observations or interviews in a qualitative study. As the next level of data analysis, a category comprises codes that share attributes, meaning, and intent (Saldaña, 2016). The identified unique features were clustered into categories presented in a single word or a phrase. Similar categories were eventually brought together to form initial themes. According to Rubin and Rubin (2012), the themes are summary statements that show the relationship between two or more concepts. Rudestam and Newton (2015) observed that thematic analysis allows for a systematic search for patterns in an interpretive process to provide an informed description of the phenomenon.

As case study research, the data analysis process involved "layering of the cases to build larger case units from the smaller units" (Patton, 2015, p. 536). Also, Rubin and

Rubin (2012) presented the data analysis plan as "hierarchical coding" (p.200). The data analysis process started with coding, categorizing, and theming the information gathered from each NGO's participants' interview transcripts (Rudestam & Newton, 2015).

The next level included coding, categorizing, and theming the information generated from each NGO as a case of the study entity. Themes associated with each NGO formed the basis for comprehensive analysis that answers the research questions and addresses the research problem. The data analysis also demonstrated similarities and differences in understanding and implementation of resource development within and across local NGOs in the Kisarawe district.

I analyzed data using Microsoft Word and Qualitative Data Analysis (QDA) software. The hand-coding process with Microsoft Word makes the researcher submerge in the information (see Patton, 2015), which deepened understanding of the researched phenomenon from participants' perspectives. The hand-coding experience with Microsoft Word is a straightforward method that also provided time to think analytically and critically on the collected data while focusing on the purpose of the study. However, I also explored using NVivo12 a software program designed to analyze qualitative data in the data management and analysis process through the aggregation of the data that was gathered, which was less time-consuming. Both Microsoft Word and the NVivo12 plus facilitated the analysis of text from key informant interviews, document reviews, and other data sources.

To ensure maximum data management and analysis, I applied the coding method drawn from the "framework approach" (Smith & Firth, 2011, p. 57) as presented in Table

1. According to Smith and Firth (2011), the subsequent data analysis transcribed the interviews, allowing the researcher to immerse oneself in the data to gain detailed insights into the phenomena under investigation. The next level involved developing a data coding system and linking codes or units of data to form overarching categories. The researcher then drew themes from the categories and observation notes from the interview meetings.

Table 1

Qualitative Data Coding Framework for RQ1

Q#	Interview questions	Participant transcript	Codes	Categories	Themes
1	What are your general experiences with local NGOs in the Kisarawe district?				
2	How could you describe the local NGOs in the district in achieving their mission objectives?				

Note. RQ1: What resource development measures would support the local and rural-based NGOs in the Kisarawe district to achieve their mission objectives?

Issues of Trustworthiness

Trustworthiness refers to the issues of validity at various points throughout the study (Ravitch & Carl, 2016). Qualitative research has to be credible and trustworthy to be accepted as a quality study. Nyirenda et al. (2020) added that to have a trustworthy study; a researcher must be open by using explicit communication strategies that sustain

dialogue, build trust, and encourage collective reflexivity. As a qualitative researcher, I focused on building relationships with college peers and instructors within and beyond to strengthen proposed research design, instrumentation, analysis. I broadened dissemination beyond publications as practical strategies to enhance the trustworthiness of the study.

Credibility

Credibility refers to how congruent the findings are with reality (Nyirenda et al., 2020). Approaches to enhance credibility include adopting a particular research method based on the context and design. Harrison et al. (2017) included prolonged engagement and persistent observation, triangulation, peer debriefing, and member checking as strategies to ensure the credibility of a qualitative study. Credibility was established by building rapport with the intended participants before data collection while ensuring proper alignment of the research problem, purpose, questions, design, data collection, and outcomes. Credibility was ensured in the study by talking to and interviewing people who are informed about the research concerns (Rubin & Rubin, 2012). I interviewed those who have firsthand information and possess relevant primary documents on local NGOs' resource development efforts to ensure credibility in the study. Data collection triangulation of the planned case study research increased the credibility of the results as opposed to a single method.

Transferability

Transferability is concerned with the extent to which the findings of one study can be applied to other situations (McGrath et al., 2019). The goal of transferability of research is not to produce a statement that will be generally applicable to other people but

to develop descriptive and context-relevant statements (Ravitch & Carl, 2016). I ensured transferability of the study by providing detailed description of the data collected so that other researchers can compare with other contexts. Since the findings of a qualitative study are specific to a particular context (McGrath et al., 2019) the applicability of the results to another environment has to be considered in terms of the number of organizations taking part in the study and where they are based, the number of participants involved in the fieldwork, the data collection methods that were employed, the number and length of the data collection sessions, and the time over which the data was collected. One can add effective communication with the target audience with adequate contextualization so the reader can assess study evidence similarity with their setting. The outcome of the proposed study can be used to address NGOs' challenges in other districts and regions in Tanzania.

Dependability

Qualitative research must be dependable and reliable. Nyirenda et al., (2020), refers dependability to the degree to which a study can be replicated, and whether, when there is more than one observer, members of the research team agree about what they see and hear. Consistency in data sources, triangulation of multiple data sources, member checking, analysis of discrepant data in the final report would make a dependable and reliable study (Ravitch & Card, 2016). Dependability, as an example, could be enhanced by reporting in detail processes of the study to enable a future researcher to replicate the work, if not necessarily to gain the same results.

I used a journal, member-checking, and peer debriefers as strategies to ensure the reliability of the study's outcome. To further ensure dependability, as observed by Rubin and Rubin (2012), a purposive sampling was adopted to identify only individuals who have the capacity to understand and contribute to the purpose statement and questions posed by the study were selected to participate

Confirmability

Qualitative researchers do not claim to be objective; rather they claim to have conformable data. Confirmability refers to the researcher's neutrality in interpreting the study's findings (Nyirenda et al., 2020). The results of a study have to be free from bias, including social-desirability bias. The results must be free from unacknowledged researcher biases (Ravitch & Carl, 2016). Maintaining reflexivity is crucial in managing bias.

The researcher had to maintain her role as a qualitative researcher despite the passion for the NGOs to ensure the accuracy of data collection process and analysis. I ensured that my biases and prejudices did not affect the study's outcome. This was done through structured reflexivity processes, transfiguration strategies, and external audits.

Ethical Procedures

The study adhered to the established ethical standards for research of Walden University. As soon as my Dissertation Committee endorsed my Dissertation proposal and I successfully passed my proposal oral defense, a formal request was made to the IRB for approval to conduct the research. My research approval number is 04-27-22-0763244. The

study ensured no physical or psychological harm to participants (O'Sullivan et al., 2017; Rudestam & Newton, 2015). Getting informed consent for particular participants was one strategy to minimize participants' harm (Ravitch & Carl, 2016). O'Sullivan et al. (2017) state that: "informed, voluntary consent is a cornerstone of ethical research practice" (p. 258). The informed consent form thoroughly described the study's purpose, participants' expectations, and benefits to enhance transparency, emphasizing voluntary participation. The selection of interview places had considered the safety of participants, including health safety. To ensure that participants fully understood what they were expected to do, I explained each aspect of the study and consent form via the informed consent process.

I respected the confidentiality of participants and information as part of professional and ethical practice. The use of culturally insensitive language could also pose an ethical challenge since the interview included Kisarawe residents who highly respect their culture. In such instances, I used the local language, Kiswahili, to build rapport with participants (McGrath et al., 2019). Ethical questions are the reflections of human life and relations; hence, was vital for me, as a qualitative researcher, to treat ethics not as a code but as a characteristic of the valued moral relationship with the research participants. Potential participants were provided with adequate information about the study to make an informed, voluntary participation decision. Based on the previous considerations, this study addressed critical issues relating to gender equality, human rights, dignity, and privacy from the onset.

Summary

The methodology section provided a road map on how the study was carried out to achieve the study's outcomes. The section looked into the process of selection of the best-fit research tradition. I also presented the rationale for the case study approach, providing an outline of its perspectives and fit for application in this qualitative research. The chapter also elaborated on selecting interview participants and the sample size of those to be interviewed. Further, the chapter discussed the procedures for collecting interview data and the processing of the data. At the same time, an interview instrument was presented, and the templates were used to receive consent from research subjects and receive clearance from the IRB on ethical considerations. The approach to coding and categorizing the interview data has been placed in perspective, paving the way for data collection and complete analysis of the consolidated data into patterns and themes in chapter four.

Chapter 4: Results

This study was conducted to examine resource development measures implemented by local NGOs in the Kisarawe district to achieve mission objectives. The central phenomenon is resource development formulation and implementation practices in the local NGOs in the Kisarawe district in Tanzania in achieving mission objectives. As resource development requires implementing effective management strategies (Sargeant & Jay, 2014; Zyl et al., 2019), I also examined local NGOs' management activities that support (or not) resource development measures. Drawing from the study's theoretical framework discussion, I also examined the contribution of the surrounding environment to mission achievement (or not). The study was guided by the following research questions:

RQ1: What resource development measures would support the local NGOs in the Kisarawe district to achieve their mission objectives?

SubRQ1a: What are the factors from the surrounding environment that contribute (or not) to mission achievement

SubRQ1b: What are the factors from the surrounding environment that contribute (or not) to resource development efforts?

RQ2: What management activities influence resource development measures of local NGOs in Kisarawe district?

SubRQ2a: What are the factors from the surrounding environment that contribute (or not) to management effectiveness efforts?

This chapter begins with a description of the research setting followed by the demographic characteristics of the respondents relevant to the study. The subsequent sections detail the location, frequency, and duration of data collection for each data collection instrument. Data analysis follows with a description of the process used to move inductively from coded units to larger representations including categories and themes. I organized the results according to the themes and in alignment with the two main research questions and subquestions that guided the study.

Setting

I conducted the interviews in a setting chosen by the participants and based on their availability. All interviews were conducted in the individual participants' NGO and relevant government's offices. The location assured privacy and safety of the participants. I started the interviews with two district officers, then interviewed local NGO's participants. The remaining two government officers were available in between local NGOs interviews. There were no personal or organizational conditions at the time of the interview that would have influenced the participants, their experience, or the interpretation of the study results. Further, no participant expressed feelings of discomfort or exited the interviews.

Demographics

I interviewed a total of 21 participants drawn from each of the three selected local NGOs and the government offices in the Kisarawe district. The participants were chosen because they had knowledge to provide in-depth information on the local NGOs in the district. Within each NGO, I interviewed management team members, staff, and members

of the NGOs. The government officers I chose to interview were responsible for the local NGOs.

I used letters and numbers to ensure the confidentiality of the local NGOs, as cases of the study, and the participants. The assumed letters and numbers facilitated transcripts and data arrangement and analysis. For the local NGOs I used ‘O’ to represent the local NGOs and G represents the government as an organization. For example, O1 is the first local NGO I accessed. I also used P to represent all 21 participants.

In terms of numbers of participants per local NGOs, I interviewed five participants in O1. In O2 and O3, I interviewed six participants each. In O1, there was only one employed staff, a program officer. There were no employed staff in O2, only leaders and members implementing program activities. In O3, there were two employed staff. I also interviewed four government (G) officers who were responsible for the local NGOs in the district. Number and position of the interviewed participants are presented in Table 2 below.

Table 2

Participants’ Demography

Organizations interviewed	Total number of participants from each local NGO and government	Number of NGOs’ participants based on their position				
		BM	Chair	ES	Permanent staff	Members
O1	5		1	1	1	2
O2	6		1	1		4
O3	6	1		1	2	2
G	4					
Total	21					

Data Collection

The process of data collection began upon receipt of Walden University IRB approval number 04-27-22-0763244. Primary data was collected from all 21 participants in line with the proposed sample size through semi-structured face-to-face interviews. Secondary data was collected from the available programme and financial reports from the local NGOs and government reports. I conducted face-to-face interviews in one sitting which took between 45 and 50 minutes for each participant. The interviews were held in the participants' respective offices. I recorded by hand all interviews in verbatim and in my phone. I enjoyed maximum cooperation of the participants throughout the interviews. They all spoke confidently and freely. They spoke from experience.

The interview process was guided by interview questions (Appendix A). I later transcribed the recorded interviews, using MS Word, for analysis and confirmation with written notes. The process allowed to listen, read, and review what participants discussed in their interviews. There was no case where I had to conduct follow-up interviews. Data was not collected from the beneficiaries as most of them were aged under 18 years. However, relevant government officers and reports provided in-depth and valuable information. The number of participants was adequate to reach a point of saturation which was what happened. There was no other variation in data collection from the plan presented in Chapter 3. I had access to some local NGOs internal reports. There were no unusual circumstances encountered in data collection.

Data Analysis

As a case study research, data analysis process involved "layering of the cases to build larger case units from the smaller units" (Patton, 2015, p. 536). Also, Rubin and Rubin (2012) presented the data analysis plan as "hierarchical coding" (p.200). To analyze the data collected for this study, I used inductive analysis where I read through the data and allowed codes to emerge from the interview transcripts (see Rudestam & Newton, 2015). Inductive coding allowed for a more complete and unbiased look at the themes throughout the collected data. I then assigned a code to all the 21 participants. I gave each participant a pseudonym, for example P1, standing for Participant 1 through P21, to maintain confidentiality. I also, for the same purpose, covered the names of the local NGOs as O1, O2 and O3.

The data analysis process started by coding, categorizing, and theming the information gathered from each NGO's and government participants' interview transcripts (Rudestam & Newton, 2015). At this stage, I used the coding method drawn from the "framework approach" (Smith & Firth, 2011, p. 57) as presented in Table 2. The hand-coding experience with Microsoft Word was a straightforward method that also provided time to think analytically and critically on the collected data while focusing on the purpose of the study. The process was carried for all 21 transcripts, allowing the researcher to immerse oneself in the data to comprehensively gain insights into the phenomena under investigation. I hierarchically collated the coded interview transcripts based on each NGO and arranged it in the coding framework as shown in Table 3. The process helped to demonstrate similarities and differences in understanding and implementation of resource

development within and across local NGOs in the Kisarawe district. The next level of analysis included categorizing the information generated from each NGO as a case of the study. I used the framework approach to generate categories as presented in Table 3.

The next (final level) stage was the theming level. At this time, I uploaded each transcript which were recorded in MS Word into NVivo12 Plus qualitative data analysis software. The NVivo12 Plus was designed to analyze qualitative data and explore data through the aggregation of the data that was gathered and transcribed, a process which was less time-consuming. I specifically used NVivo12 Plus to ensure comprehensive thematic analysis to create meaningful outcomes of the study. The analysis process involved corroboration with the codes and categories identified in each NGO using the framework approach as presented in Table 2 and Table 3 respectively. I then combined codes that were similar into more significant categories. I did this by reviewing the code's contents and then collated all the information related to each theme in the NVivo12 Plus.

Table 3*Interview Excerpts and the Initial Coding Process - Organization 3 (O3)*

Interview number and question	Participant identifier	Participant responses	Open codes distilled from response	Categories
Q2: How could you describe the local NGOs in the district in achieving their mission objectives?	P16:	Mission achievement is based on the commitment of the founding members; this includes their capacity to deliver. Some are moving forward; Some could not survive; the mission of the founding members was not to see the entity flourish in a sustainable approach but for personal gain.	<ul style="list-style-type: none"> • commitment • capacity • Sustainable • Personal interest • Diversion 	<ul style="list-style-type: none"> • Registration as window for personal funding opportunities • Commitment of the founding members • Inadequate human and funding capacity

I repeated this process with all codes that could be placed into more significant categories from all participants across each NGO and from the government officers. I carried out this process while reviewing again the excerpts of participants' interviews to generate initial themes that described the category's contents. The connection between the emerging themes was also established across all participants by repeatedly reviewing the codes and categories against each participant's interview transcripts. The process allowed to summarize and synthesize the data as a whole. Themes associated with each NGO formed the basis for comprehensive analysis that answers the research questions and addresses the research problem. The themes align with much of the information from the

government reports and the financial and programme reports I accessed from the local NGOs. Four overarching themes emerged are:

- Theme 1: Understanding resource development measures is central for mission objectives achievement for local NGOs in the Kisarawe district
- Theme 2: Local NGOs management effectiveness contribute to the mission achievement and resource development efforts.
- Theme 3: The surrounding environment of the local NGOs in the Kisarawe district contributes to the mission achievement, resource development measures, and management effectiveness.
- Theme 4: Capacity as a catalyst to the achievement of mission objectives of local NGOs in the Kisarawe district.

As an overview of the themes, Table 4 below provides a summary of each theme, its meaning, and some exemplar representation of participants' responses from each NGO related to each theme. All these are presented in the items column of Table 4. The explanations column of the table provides elaboration of each identified item including examples of responses drawn from each NGO and the government participants.

Table 4*Identified Themes, Their Meaning, and Examples of Participants' Responses*

Item	Explanations
Theme 1	Understanding resource development measures is central for mission objectives achievement for local NGOs in the Kisarawe district
Meaning of the Theme	Participants from the local NGOs and government presented their understanding of resource development measures. They referred to resource development measures as a mechanism, strategies, strategic plan, and funding strategies such as finding partners and proposal writing. Despite of the difference in understanding, most participants agreed understanding resource development is necessary for mission objectives achievement
Representative Quote O1	P7: The whole mechanism of ensuring availability of resources for development interventions; land; human for the sustainability of organization.
Representative Quote O2	P11: Strategies that will help the organization to get resources for development interventions
Representative Quote O3	P19: Strategic plan to mobilize resource for the future.
Representative Quote G	P2: To have funding strategies, funding partners, and proposals for mission achievement,
Theme 2	Local NGOs management effectiveness contribute to the mission achievement and resource development efforts.
Meaning of the Theme	Participants explained effective management actions based on the presence of internal systems and procedures that promote the achievement of mission objective and effective development and implementation of resource development measures in each NGO
Representative Quote O1	P5: The leaders do not have management capacity
Representative Quote O2	P14: Most LNGOs are challenged due to lack of qualified full-time staff to advance management activities
Representative Quote O3	P18: Internal systems-support capacity building that support management and board to lead according to the changing context-having the meeting; have strategic plan that responds to the changing needs of the organization team building for learning purposes; internal policies
Representative Quote G	P4: Their management needs improvement, through training to cope with the changing environment.

Item	Explanations
Theme 3	The surrounding environment of the local NGOs in the Kisarawe district contributes to the mission achievement, resource development measures, and management effectiveness.
Meaning of the Theme	Based on participants' responses, the surrounding environment contributes towards mission achievement, resource development measures, and management effectiveness. Due to its dynamic nature, the surrounding environment may contribute to the mission achievement or could present challenges as noted by participants.
Representative Quote O1	P6: Government support is the key; the availability of qualified human resources is a challenge due to the distance to reach Kisarawe from Dar es Salaam. Most qualified people to employed by the NGOs here are based in Dar es Salaam.
Representative Quote O2	P13: Low-income status of most community members leads them to expect monetary support from us. This situation challenges the implementation our work.
Representative Quote G	P2: Support from the government facilitate their work, e.g., The government allows one of the local NGO to use one of its offices for free.
Theme 4	Capacity as a catalyst to the achievement of mission objectives of local NGOs in the Kisarawe district.
Meaning of the Theme	Most participants identified lack of human, financial, and technical capacities as key impediment towards the achievement of mission objectives of local NGOs in the Kisarawe district. NGOs' leaders' lack of capacity to manage was also mentioned as a challenge towards mission achievement. The absence of internal policies, systems, and procedures were mentioned as inadequate capacity. With enhanced capacities the local NGOs in the Kisarawe district will be in a better position to achieve their respective mission objectives
Representative Quote O1	P5: Internal capacity is minimal for most of local NGOs to fully achieve mission objectives.
Representative Quote O2	P10: Do not have the capacity to manage to ensure the NGOs are growing. No functional internal management systems and structure.
Representative Quote O3	P16: The leaders who are not committed to the mission, to bring about the desired social change.
Representative Quote G	P1: They have leaders who don't have capacity to run the NGOs. They use consultants most of the time which is not a sustainable practice. Founding members/leaders (chair, secretary; treasurer) have minimal capacity to run the offices, lack competency hence depends on consultants-who some of them are not qualified.

Evidence of Trustworthiness

Background information and phenomenon description details the trustworthiness of the data as well as establishes a context for comparison. The level of integrity was also accessed through the provision of an in-depth description of the methodology.

Credibility

To ensure credibility, I applied and received Walden IRB approval before embarking on data collection. I also received an official data collection approval from the Kisarawe District Executive Director. Further, the three local NGOs selected for the study were identified through non-probability sampling from the list of registered local NGOs in the district. I received a formal approval letter from each NGO to conduct the interviews. A purposive sampling strategy was used to select participants to avoid respondents' selection bias. Additionally, the collected data were analyzed using both Microsoft Word and NVivo12 Plus which allowed comparing the responses across all participants. In this way, the credibility of the data was maintained. In order to minimize bias and any potential conflicts of interest, I remained in the role of a researcher throughout the data collection. As such, I avoided questions that appealed to my experiences in this area of study.

Transferability

The respondents were from different local NGOs which have diverse areas of focus. Also, the government officials who participated in the study came from different government departments. Such a variety makes it possible to

generalize the results to the rest of the population and other local NGOs in Kisarawe districts and Tanzania. The interview process allowed the interviewer to ask probing questions to gain a deeper insight on the issues raised during the interview process. Also, to ensure transferability of the study, the plan presented in Chapter 3 was followed accordingly. The interview protocol was general and applied consistently across all respondents. By documenting and describing the entire research process in detail, the study could be replicated in other local NGOs in other places in Tanzania.

Dependability

The findings obtained from this study are dependable. The secondary sources were up to date. Also, the respondents were conversant with the topic under study. As a result, the results obtained were credible and reliable for use in policymaking or to conduct further research. An audit trail was employed through the detailed description of the research process from data collection to analysis. The raw data from the interviews and observations were used for crosschecking the research process. To ensure dependability of the research instrument and the data collection process, the in-depth interviews were recorded and transcribed verbatim.

Confirmability

Confirmability refers to the objectivity of the study and is established when other researchers can confirm data findings and results by following the audit trail and research design. Confirmability of the research was established through the audit trail of the inquiry process, the reflexive journal that was kept throughout the data collection process, and the triangulation of multiple data sources.

Ethical Procedures

The IRB approval number 04-27-22-0763244 was obtained before data collection. I also received cite approval letter from the Kisarawe District Executive Director before proceeding with data collection in the Kisarawe district, the approval allowed to interview government officers. Additionally, I received approval letters from the identified NGOs to interview their staff members and management team. As the protection of the participants' privacy is a basic principle of research ethics, participants were assured of the confidentiality of information they provided verbally and in writing through the consent form which was signed by them. In addition, the confidentiality of the local NGOs and study's respondents was protected by assigning each an alphanumeric code.

Study Results

The first level of data analysis sought to determine the connection of interview responses from the government officers and the participants from each local NGOs to the study research questions. Similarly, government and local NGOs reports were analyzed in relation to the research questions. The following section outlines what the various responses and archival data reveal about resource development measures and management activities, which are currently implemented by the local NGOs in the Kisarawe district towards mission objectives achievement.

Theme 1: Understanding Resource Development Measures is Central for Mission Objectives Achievement for Local NGOs in the Kisarawe District

The theme underscored the essence of understanding and implementing resource development measures for the achievement of mission objectives. There was variation of

participants' responses on the understanding across the local NGOs in the Kisarawe district. Some of the participants understood resource development as, "the whole mechanism of ensuring availability of resources for development interventions; land; human" (P7), while another one said is "mobilizing resources through proposal writing" (P12). Resource development consists of building an organization's internal capacity to develop long-lasting partnerships to bring about sustained social change in a community (Taylor & Miller-Stevens, 2018). Participants' responses showed different level of understanding of resource development which means the concept is not well understood among all participants. However, P18 had a unique understanding of resource development measures as:

A wide aspect: the organization can run itself in all aspect; in terms staffing; capacity; have policies, collaboration, fundraising; policies that support mobilization; all aspects which support the organization to achieve its strategic plan objectives, including having right staff with right qualifications.

I probed the participant to provide more information about such an understanding. The particular participant responded that, "we were advised by the Organization Capacity Assessment (OCA) consultant to develop policies, including resource development policy" (P18). It means that to understand resource development and developing its implementation strategies is not only a theoretical exercise but a relevant and concrete approach to achieve mission objectives for the local NGOs, not only in Kisarawe district but also other local NGOs operating in rural and urban Tanzania. The level of resources development understanding impacts its development and implementation, an aspect which

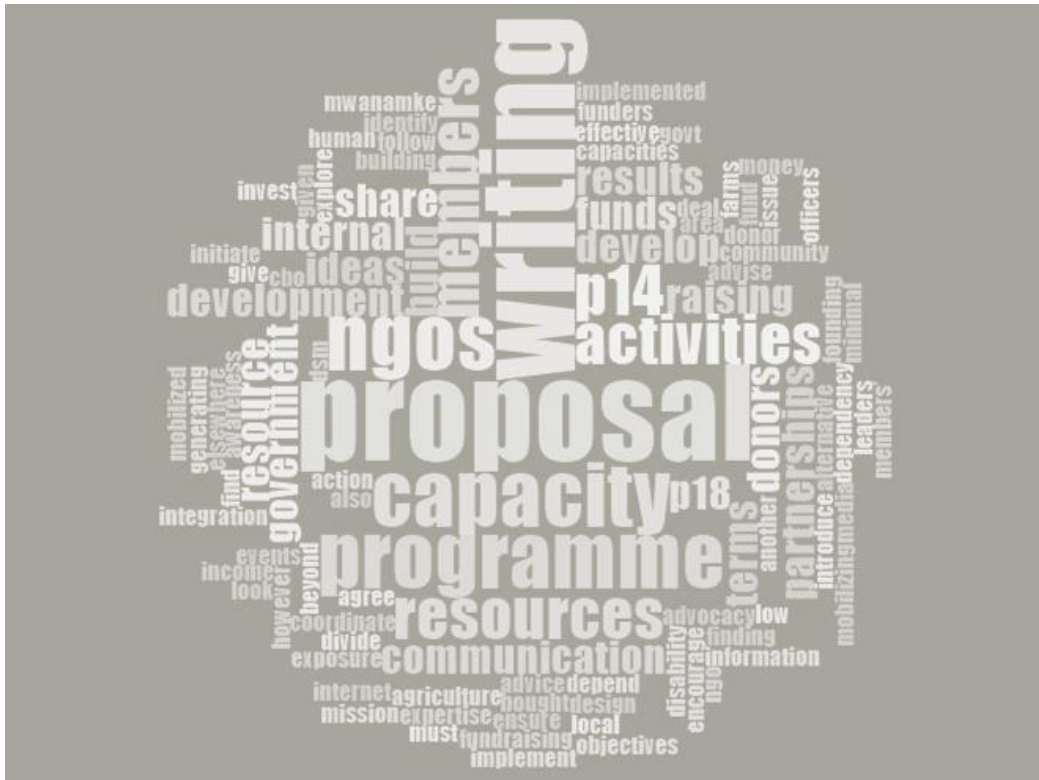
in turn influences the achievement of mission objectives. Comprehensive understanding of resource development will help the local NGOs to develop practical strategies for resource development and implementation while addressing emerging challenges towards mission achievement in a sustained manner.

To further explore the understanding of resources development, the participants were asked to identify viable resources development activities. Most participants across the local NGOs and government identified proposal writing as key activity in resource development as depicted in Figure 2 as a word cloud drawn from the NVivo12Plus data files. A word cloud is a visual representation of the frequency of words which occur in a text. The bigger the font of the words, the more often that word, presented as a code in the participants' transcripts. The words proposal and writing appeared in the same size font in Figure 2, reflecting that the code proposal writing was mentioned by most participants as viable resource development activity.

Similarly, the words capacity and programme appeared as the second largest font in the Figure 2, illustrating that participants also mentioned capacity programs as one of the viable resource development activities. For example, P16 commented that, "building capacity of NGOs is important; they don't know how to engage; need to invest on building relationship with government, invite them to some events; however, in some cases, it will be a challenge if you don't have money." Sargeant and Jay (2014) noted resource development is a process that include major gift programs and fundraising events. It means the local NGOs in the Kisarawe districts need capacity building programs to enhance their understanding of resource development measures beyond proposal writing.

Figure 2

Word Cloud Generated from Participants' Responses About Viable Resources Development Activities



Beyond the understanding of resource development and identifying feasible activities, participants noted challenges associated with the application of resource development for mission objectives' achievement. P11 observed that “local NGOs don’t have the understanding of resource development and how to do it”. Such a response could explain why most participants mentioned proposal writing as the only viable resource development activity. Additional challenges include, “there is no resource development strategy to implement; there are no activities related to the implementation of resource development plan” (P12).

Notably, “inadequate capacity” was mentioned by (P14) while all other participants indicated similar issue as one of the main challenges to resource development efforts in the local NGOs in the Kisarawe district. Some of the participants explained “there is no capacity, human and technical, to develop and implement resource development strategy” (P12). P1 alluded the same by noting that local NGOs in the Kisarawe district “do not have the capacity to write proposal and report, don’t have a program officer.”

With respect to what should be done to have resource development measures towards mission achievement, participants underscored different strategies including “capacity building” (P18); “have visionary and strategic thinking leaders who have passion to achieve mission objectives” (P16), and “developing policies including resource development policy” (P17). Based on P16 contention, visionary and strategic leaders of local NGOs will ensure the mission objectives are achieved as they are passionate on them. However, “board members should be trained on resource development” (P19). In such cases, members of the board will have a common understanding of resource development to design policies, strategies, and plans that will contribute to the achievement of mission objectives. With resource development understanding, board members will be able to explore and capitalize resources from the surrounding environment.

Theme 2: Local NGOs Management Effectiveness Contribute to the Mission

Achievement and Resource Development Efforts

A predominant way in which organizations are viewed as effective is the level at which they are achieving or have achieved mission objectives (Sloan, 2021). A comprehensive analysis of Theme 2 focused on local NGOs in the Kisarawe district's management effectiveness efforts that lead towards mission achievement and resource development efficiency.

Contribution of Local NGOs' Management Effectiveness to the Mission Achievement

In the context of this study, the management includes leaders to include board members, chairperson, treasury, and executive secretary. On management effectiveness towards achieving mission objectives, most local NGOs are led and managed based on “the founding members’ vision and passion” (P16) and that “management will be effective due to their leadership practices. I underscored the importance of leaders’ passion to the mission as key aspect to make or break the organization which have or do not have resources” (P16). The same contention was mentioned by P9 who said that “mission achievement depends much on the local NGOs’ leaders”. The capacity of such leaders and that of the organization as whole were observed as part of management effectiveness. The capacity involves funds which P13 observed that there are “no reliable funds to develop and implement internal long-term plans and policies to ensure management effectiveness”.

Capacity also involves human resources which is lacking as indicated by P14 that “some local NGOs are challenged due to lack of qualified full-time staff to advance management activities.” Lack of technical knowledge was reflected as “lack of adequate

technical ability to influence change” (P8). The management effectiveness of most local NGOs is the main drive to achieve mission objectives, but it is mostly challenged. P5 responded that “internal capacity is minimal for most of local NGOs to fully achieve mission objectives and the leaders do not have management capacity.” Notably, P1 provided that:

Local NGOs in Kisarawe district have leaders who don't have capacity to run the NGOs. They use consultants most of the time which is not a sustainable practice. Founding members/leaders (chair, secretary; treasurer) have minimal capacity to run the offices, lack competency hence depends on consultants who some of them are not qualified.

Contribution Local NGOs' Management Effectiveness to Resource Development Efforts

The implementation of resource development activities depends on leaders' understanding of resource development to guide the formulation of corresponding policies, plans, and strategies. Lack of such understanding has multiple negative impacts to the overall organization management activities towards mission achievement hence jeopardize the survival of the organization. The presence of effective internal management systems, structures, and policies provides a solid foundation for successful development and implementation of resource development efforts. Most participants noted the absence of internal systems as a predominant challenge in most local NGOs as observed by P15, who noted that, “internal policies and procedures are missing in most NGOs”. According to P17, “internal practices do not facilitate resource development efforts”.

The management team and leaders are the key people in resource development efforts; they are the ones with the organizational vision. The management must establish accountability measures to ensure effective implementation of resource development measures. Aboramadan (2018) contended that the management effectiveness of NGOs should be assessed by linking accountability together with different management areas that impact (negatively or positively) the performance of NGOs. Accountability, as explained by P16, is a broad aspect and it means the local NGOs must be:

Accountable to government, beneficiaries/constituency, and funders.

Government: the local NGOs must function as institutions with functional structures and systems of accountability such as reports to the board, staff appraisal, and financial reports including audit. Constituency -transparency is important, what are you doing and how do you engage them, how do you report to them? Accountability to donors will be when NGOs acknowledge the funds they received since it is the public funds, hence it is compulsory to comply with public funds principles.

Accountability measures as explained by P5, include to “ensure internal policies are in place, understood by each member, and implemented accordingly. Leaders should be committed to ensure internal policies are in place.” P11 added, “financial and human resources plans, and policies should be developed and applied. Financial and management audit should be planned and implemented.” Training the existing staff and management team was mentioned as a strategy to sustain the implementation of accountability measures. Local NGOs must “train the management not only on management practices but

also on resource management” (P10). On programming, P18 mentioned that strategies to enhance programme accountability would include:

Program monitoring and evaluation (M&E) is essential; to involve external partners/stakeholders should not be ignored. Management appraisal has to be implemented to all staff, management shall initiate the process; ensure monthly plans are held; ensure learning platforms from individual staff, management, and stakeholders’ levels to explore weaknesses and strengths. Conducting an Organizational Capacity Assessment (OCA) to identify areas for improvement, could be one of the enhancing accountability options. Reporting to the government should be considered as key for survival not vice versa.

All participants acknowledged that accountability is a significant element to enhance management effectiveness measures for resource development. At the organizational leadership level, P7 emphasized for the local NGOs to “have elections and constitution that require leaders to be subjected to strict adherence to mission objectives of the organization.” The management of a local NGO has to be itself a platform for its growth and sustainability.

Theme 3: The Contribution of Surrounding Environment of the Local NGOs in the Kisarawe District

The surrounding environment of the study is Kisarawe district in Tanzania. The surrounding environment may contribute, positively or negatively to the survival of an organization. The discussion of Theme 3 focuses on the contribution of the surrounding

environment on (a). Mission achievement (b) Resource development measures and (c) management effectiveness.

The Contribution of the Surrounding Environment to Mission Achievement

P16 said the “context is wide, for example, the political context can work for or against the NGO. If you look at NGOs as disturbers or noise maker, you will create challenging situation for them to operate.” However, most local NGOs in Kisarawe enjoy “positive cooperation with the local government. Community engagement is positive” (P19). The same was echoed by P6 that “the surroundings environment provides opportunities; the government provides the office for free.” In such a situation the surrounding environment contributes positively to the local NGOs to achieve mission objectives. The local NGOs are supported by the government to operate according to their legal framework to achieve mission objectives.

On the other hand, beyond its positive contribution to the mission achievement the surrounding environment can be a challenge to the efforts for mission achievement as observed by P1 that, “beneficiaries might reject the programme which might interfere with their cultural and traditions.” P4 provided an example of such scenario that:

Community reluctance to respond to the NGO’s support due to cultural belief and stigma when they don’t want to register disable kids to school due to their beliefs that such kids are a curse hence not supposed to be exposed to other people.

Also, P2 added that, “there are many people who need services but not reached by both the government and local NGOs due to poor infrastructure.” The same concern was raised by P9 who commented that “the district is huge; at times you must travel long

distances on poor roads and at times no roads to speak of. Hence it becomes a challenge to attain mission objectives.” Most local NGOs in the Kisarawe district cannot access the potential beneficiaries as most of them are living far from the Kisarawe town. The situation is worse in the rainy seasons. It means “there are still opportunities to operate in Kisarawe but then it is a matter of how well the organization positions itself” (P16). There are some local NGOs which raise awareness for the local community members to contribute to their activities such as the school feeding programme. Most community members are not willing to contribute but surprisingly they still want to be paid. A situation which is well explained by P3 that “by nature of Kisarawe, most of the people are poor; they are not economical well-off; most are low-income earners, that is why they want to be paid whenever asked to engage.” As local NGOs in Kisarawe district have good relationships with the government, they are in a better position to operate sustainably to achieve their mission objectively successfully.

Contribution of the Surrounding Environment to Resource Development Measures

Kisarawe district’s surrounding environment could contribute positively or negatively to the resource development measures of the local NGOs. Most participants noted the local NGOs have good relationships with the government. As an example of the relationship with the government, (P3) confirmed noted that:

Local government engagement is supporting local NGOs. It provides support NGOs to participate in the national forums, in such cases the government provide funds. District leaders such as the DED and District Commissioner (DC), have opened their doors to support local NGOs.

Also, P11 commented that, “government leaders could be advocates of our mission.” Such support is a foundation to facilitate resource development measures including building partnerships with key partners. Back-up from the government promotes the credibility of the local NGOs among partners hence increasing partnership and funding opportunities.

The existing challenges in the districts, on the other hand, are the potential basis for resource development activities in the Kisarawe district. The challenges could be presented as a rationale for the local NGOs’ mission and resource development activities. P5 commented that “there are a lot of people in Kisarawe who are challenged financially and socially. Both the NGOs and the government have not access them all, due to inadequate resources.” Similar observation was presented by P2 that the local NGOs “have not reached the beneficiaries by 100% for the paralegal services; domestic violence is still rampant. There are many people who need services but not reached.” However, P2 noted that “donors’ priorities might not be Kisarawe or the challenges facing Kisarawe community”.

The surrounding environment also provides alternative resource options which could be explored by the local NGOs. The contention was elaborated by P5 who commented that, “there are resources such as land which we could buy from the government. The land could be used for income generating activities.” Prospects from the surroundings environment could lessen donor dependency among local NGOs in Kisarawe district.

Contribution of the Surrounding Environment to Management Effectiveness

Most members commented that, the management and founding members of some local NGOs in Kisarawe are not proactive enough to see growth of the organizations. Although there are still many challenges facing residents of Kisarawe especially those living in the interior villages, most local NGOs do not turn such challenges as an entry point for mission achievement or resource development efforts. P19 presented the scenario clearly by observing that:

Kisarawe is an opportunity, there are many challenges which are not yet tapped especially in the villages; there are many registered NGO, but most are operating in Kisarawe town, some from DSM and some are brief-case NGOs-their contribution to Kisarawe challenges is minimal and not sustained. some NGOs are operating from DSM not contributing much to Kisarawe.”

In the same line, P16 commented that, “opportunities are there to be explored by committed leaders.” Unfortunately, as commented by P10, “most local NGOs do not have resources to employ qualified staff, pay office rent, and other facilities. They are also dependent on donors for organizational sustainability.” Also, P12 added that, “the issue of staffing becomes more challenging in Kisarawe; most staff are living in Dar es Salaam which is five kilometers from Kisarawe town.” It means that there are few qualified staff from the Kisarawe district hence the need to recruit from Dar es Salaam which is an expense that most local NGOs could not afford.

At the community level, P11 commented that, “high expectation from community members challenges the management.” As earlier mentioned, there are a lot of challenges

facing Kisarawe residents. However, P13 observed that, “we cannot reach out to some of the beneficiaries as they live far from Kisarawe town where our office is; the roads are not good and most of the time we don’t have facilities.” Local NGOs in the Kisarawe district enjoy government support as commented by P10 who said, “support from the government is available; in some cases, the government invite local NGOs for presentation in the government led forums”. The management of local NGOs has to ensure it maintains such positive relationship with the government and support to facilitate their work towards mission achievement. Developing a clear strategic plan with functional management structures, systems, and internal policies would help the local NGOs to navigate through the challenging surrounding environment.

Theme 4: Capacity as a Catalyst to the Achievement of Mission Objectives of Local NGOs in the Kisarawe District

All participants from the local NGOs in the Kisarawe district and government reiterated capacity as one of the cornerstones for the achievement of mission objectives. However, capacity was mentioned by most participants that is lacking on most key functions of the of the local NGOs in the Kisarawe district. It was observed that, “4 out of 10 local NGOs die due to their lack of capacity” (P16). Most participants identified lack of capacity in relations to technical capacity, funding, and lack of qualified staff for the implementation of programs that contribute to the achievement of mission objectives. The word cloud in Figure 3 reflects the prominence of words which were mentioned by most participants. The words include capacity, development, building, technical, and resource. In analyzing the meaning of the identified words or codes in bold, capacity emerged as

funds to attain their mission objectives. Lack of personnel to help in the various works involved for the organization to realize its goals.” The local NGOs in the Kisarawe district are also faced with inadequate facilities capacity including having office equipment and working tools; and technical capacity to design, implement, and manage development programs.

Capacity as one of the key catalysts for the achievement of mission objectives will be discussed in relation to the key areas of this study namely, resource development measures, management effectiveness, and surrounding environment.

Resource Development Capacity

Resource development capacity is lacking in terms of the understanding as commented by P13 that “most local NGOs do not have full understanding of resource development and how to develop and implement it”. P1 added that, “local NGOs don’t have the capacity to write funding proposal and report.” Also, “they don’t have the capacity even to explore links for proposals” (P2). In addition, most local NGOs in the Kisarawe district do not have qualified staff with practical experiences on proposal writing. P18 commented that, “availability of technical staff and the department is missing; there has to be a full department with qualified technical staff.” In addition, P5 observed that “finding funders is challenging as they do not know how to go about.” Inadequate capacity on resource development has negative repercussions to the local NGOs in the Kisarawe district since they might fail to recognize or maximize the existing opportunities such as the good relations with government and building partnerships with other NGOs or private partners.

Capacity on Management Effectiveness

Most local NGOs in the Kisarawe district do not have the capacity to ensure management activities are well designed, financed, and implemented to achieve mission objectives. Setting clear directions and how to reach the desired goals is one key functions of local NGO management (Tran & AbouAssi, 2020). However, such functions are not fulfilled in most local NGOs in the Kisarawe district as presented by P15 that, there is “no strategic plan: no capacity both human and financial to support hence no sustainability.” The observation on lack of capacity to plan was also raised by P11 who commented that there are “no long-term plans to show the direction towards mission achievement. No capacity for long-term planning.” Although some local NGOs in the Kisarawe district “conduct quarterly review meetings to discuss progress and challenges” (P10), such meetings are not contributing to the increased capacity to deliver the expected results.

Lack of qualified and adequate staff contribute to the organizational inadequate capacity to deliver the expected outcomes as commented by P14 that, “most local NGOs are challenged due to lack of qualified full-time staff to advance management activities.” Also, some local NGOs in the Kisarawe district “depend on volunteers who are not reliable. Some are living in Dar es Salaam hence they don’t come to Kisarawe in a daily basis. Don’t have reliable funding to employ permanent staff who could support in running the program” (P13). Lack of qualified staff contributes to poor organizational performance including failing to prepare and submit reports as required by the government. One of the government participants observed, “some local NGOs do not provide accurate report. Not transparent on funding. They don’t report on the actual funds

that they receive. They also get funds but do not disclose the funders” (P1). The situation shows lack of accountability to the government which may lead to such entities to be deregistered. One government participant commented that “our office deregistered about 10 local NGOs in the Kisarawe district in an annual basis” (P1). The underlying cause is lack of capacity to run the organizations professionally and according to the legal framework and government rules and regulations.

Leadership Capacity

Most local NGOs in the Kisarawe district “have leaders who don’t have capacity to run the NGOs” (P1). Local NGOs in the Kisarawe district need leaders who are committed to the mission as P16 commented, “mission achievement is based on the commitment of the founding members. Some are moving forward; Some could not survive because the mission of the founding members was not to see the entity flourish in a sustainable approach but for personal gain.” Commitment of the leaders will facilitate the organization to navigate through the existing and emerging challenges towards achieving the mission. In some cases, to fill the capacity gap, “founding members see the opportunity but have limited education and capacity, hence some use other people (professional) from Dar es Salaam” (P1).

The commitment of leaders on the mission could help the organization to overcome the capacity gap as commented by P16 that, “the capacity issues will be identified while assessing the commitment of leaders.” The issue of transparency and trust among leaders emerged which hinder the capacity to grow. P6 commented that “we are not trusting one another: leaders vs leaders/members vs members. Funding is the issue.

They lack transparency and poor communication within and externally.” Leaders of the local NGOs in the Kisarawe district have to focus on the reasons of forming the organization, not on their personal gains for the credibility of the organization and sustainability.

Surrounding Environment

Local NGOs in Kisarawe have capacity challenges by the location. They are challenged by just operating in the Kisarawe district. One of the negative impacts of operating in the Kisarawe district is the staffing issue, “the availability of qualified human resources is a challenge due to the distance to reach Kisarawe from Dar es Salaam or Kibaha. Most qualified people to be employed by the NGOs here are based in Dar es Salaam” (P6). The local NGOs in the Kisarawe district do not have adequate resources to recruit qualified staff from Dar es Salaam. The local NGOs in the Kisarawe district will need more funds to pay for transport, beyond the salaries. In such cases, their capacity to bring about the desired positive changes is jeopardized.

In addition, based on the fact that, “positive relationship with the government facilitates our work” (P14), local NGOs still do not have the capacity to maximize such relationship to advance resource development measures towards mission achievement. With the right capacity local NGOs in Kisarawe could explore working with the government to champion their cause.

The large geographical coverage of Kisarawe district poses operational capacity challenges to the local NGOs. The challenge was reaffirmed by P6 that, “the area of work, geographical coverage, is too large. Some villages are as far as km179 from Kisarawe

town, we could not reach all the villages and population”. The large geographical coverage could be an opportunity for the local NGOs in the Kisarawe district to build a case for support from the government and other partners. However, as there is inadequate understanding of resource development the issue remains a challenge rather than an opportunity.

Summary

The first part of the summary section presents summarized answers to each research question, based on the information collected from the participants and in alignment with the identified themes. In the second part of the summary section, I provide an overview of Chapter 4 and transition to Chapter 5.

RQ1: What Resource Development Measures Would Support the Local NGOs in the Kisarawe District to Achieve Their Mission Objectives?

Key resource development measures that would support the local NGOs in the Kisarawe districts to achieve their mission objectives would be to build the capacity of the local NGOs to understand the essence of resource development and what does it involve. Importantly, they will have to develop a resource development strategy with its implementation plan. The plan should include resource development processes and activities. As the local NGOs in the Kisarawe district have good relationship with the government and community members, they could capitalize such relationship as part of the implementation of their resource development strategy. The development of the resource development strategy should be in line with the local NGOs’ strategic plan.

Other key measures would include to improve their capacity on reporting. In order to access funding opportunities, local NGOs have to report on what they have done with the little they have. They should also build their capacity on preparing and presenting a case for support. Another activity which is crucial is to invest on strategic communication. They have to communicate their current achievements by using different channels including social media platforms. The fundamental platform for the development, implementation, and achievement of resource development is for the local NGOs in the Kisarawe district to ensure they have committed and passionate leaders to mission achievement. Leaders have to be truly committed to the growth of the local NGOs and not using the organizations as a platform for personal gains.

SubRQ1a: What are the Factors from the Surrounding Environment That Contribute (or not) to Mission Achievement?

The surrounding environment, the Kisarawe district, serves as both an opportunity and challenge for the local NGOs to achieve their mission objectives. As an opportunity, the local NGOs are relevant and accepted by both the government and community members. It means the local NGOs can operate within the district to achieve their mission objectives based on the legal framework, the NGO Act of 2002, and Legal Aid Act of 2017. Their presence is recognized and appreciated by the government, that is why the government is cooperating with them. The government has provided an office to one local NGO for free.

On the other hand, cultural beliefs of some community members and social stigma hinder smooth implementation of some local NGOs activities. In such cases, local NGOs

have to use more resources to ensure the planned activities are implemented within the time frame for mission achievement. Geographical location of the district poses another challenge to the local NGOs in terms of reach. Local NGOs are challenged to reach community members who are in need of support due to lack of viable infrastructure. Some community members who need local NGOs' support are living far from the Kisarawe town. However, the roads are not passable, throughout the year, to reach such community members. In such cases the local NGOs could not achieve their mission objectives as desired, to reach all those in need in the Kisarawe district.

SubRQ1b: What are the Factors from the Surrounding Environment that Contribute (or not) to Resource Development Efforts?

The government's recognition of the local NGOs in the Kisarawe district provided a platform for such organizations to explore different resource development measures suitable for the surrounding environment. Government's support shows that the local NGOs are credible partners to work together to bring about the desired positive social change. The partnership with the government would attract other partners to work with the local NGOs such the private sector and international NGOs.

There are also different social challenges which are still facing Kisarawe district community members. Such challenges include the presence of disabled children who are not registered in schools, schools that need rehabilitation, domestic violence, and the increased number of inheritance and childcare cases. Local NGOs could build a case for support, as one of the resource development processes, to address some of the existing challenges. Uniquely for Kisarawe, the local NGOs' registrar office provides proposal

writing support to the local NGOs in the district, however only few NGOs are proactive enough to explore such support.

Economically, most Kisarawe residents have low income, therefore it has proven difficult for them to contribute to their time or small amount of money to the ongoing programs. The willingness of community members to contribute is lacking. The situation delays the implementation and the eventual resource mobilization activities for next phases of the programs. On the other hand, there are some local NGOs registered in Dar es Salaam with programs in the Kisarawe districts. Although most of their programs are on short term basis, they bring uneven competition for funding against the local NGOs registered in the district. In most cases the local NGOs could not compete due to the lack of capacity. Additionally, Kisarawe might not be an area where different development partners would prioritize for funding for different reasons. Such a situation pushes the local NGOs to look for alternative sources of funding so as not to become donors' dependency. Some local NGOs have already designed income generating activities, including acquiring land from the government for renting farming plots. Such proactiveness will promote the sustainability of the local NGOs in the Kisarawe district.

RQ2: What Management Activities Influence Resource Development Measures of Local NGOs in Kisarawe District?

According to the Kisarawe District local NGOs Registrar, there are 130 registered local NGOs in the district. Only few are functional while others are 'brief-case NGOs'. Moreover, "in average, 10 local NGOs are deregistered in an annual basis. All these NGOs have constitution and mission; however, they have leaders who have no

commitment to the mission” (P1). While management effectiveness depends much on leaders, there are “only few local NGOs with passionate and committed leaders to lead and manage the organizations including developing and implementing resource development efforts” (P16). Moreover, most local NGOs in the Kisarawe do not have comprehensive strategic plan, management structures, policies, and strategies to facilitate the resource development measures. There are no functioning internal policies, for example, human resources and financial policies and systems. Also due to the lack of understanding of resource development local NGOs are challenged to develop resource development policy and strategies. Leaders and management of all local NGOs in Kisarawe need to have in-house training on resource development towards mission achievement.

SubRQ2a: What are the Factors from the Surrounding Environment That Contribute (or not) to Management Effectiveness Efforts?

The support the local NGOs in the Kisarawe district receives from the government facilitate the implementation of management effectiveness efforts. However, management effectiveness in an organization is the results of having committed leaders with skills and capacity to effectively lead the organization towards the achievement of mission objectives. Management effectiveness does not end at having the right and context responsive policies but also the right capacity to make them functional. Most local NGOs have leaders who do not have the capacity to lead the organization. The surrounding environment of the local NGOs in Kisarawe does not facilitate the availability of qualified staff to implement management effectiveness activities. Most of the existing staff are

volunteering. Out of the three local NGOs which participated in the study, one has one employed program officer, and another local NGO has employed a full-time program officer and an accountant. The other local NGO has volunteers only it does not have employed full time staff. All staff are volunteers. All of the employed staff in the local NGOs in the Kisarawe district are living in Dar es Salaam. As most of the qualified staff are based in Dar es Salaam, it is an additional cost for the local NGOs who would wish to employ qualified staff in Kisarawe.

Community members have high expectations from the local NGOs. They expect the local NGOs to alleviate all of their challenges even those beyond their mandate. The situation puts the management and leaders of the local NGOs at stake as most of them don't have the capacity to do so, even the government could not alleviate all of challenges that face Kisarawe residents.

Overview and Transition

In this chapter, I described the research setting and the demographic characteristics of the respondents that participated in the study. The subsequent sections detailed how I collected and analyzed data from the in-depth interviews conducted for the study. I used a table matrix drawn from the framework approach, using MS Word, for initial data arrangement and analysis which provided in-depth understanding of the information collected from all 21 participants. I generated initial codes and categories using the framework approach. I then used Nvivo12 Plus, a qualitative data analysis software platform, to organize the data into specific codes, categories, and themes that emerged from the data analysis. I corroborated these codes with those identified from the table

matrix. In addition, I analyzed the local NGOs reports for more in-depth information about their activities. The second level of analysis saw the categorization of the codes, according to their interrelated connections, and led to the identification of the emerging themes. The third analysis process involved aligning the themes with the research questions.

In Chapter 5, I will provide an interpretation of the findings and detailed recommendations on what resource development strategies could facilitate local NGOs in Kisarawe district to accomplish their mission objectives.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this qualitative study was to examine resource development measures implemented (or not) by the local NGOs in the Kisarawe district to achieve mission objectives based on their operating environment. The central phenomenon was resource development formulation and implementation practices in the local NGOs in the Kisarawe district in Tanzania in achieving mission objectives.

The study was guided by the following research questions:

RQ1: What resource development measures would support the local NGOs in the Kisarawe district to achieve their mission objectives?

SubRQ1a: What are the factors from the surrounding environment that contribute (or not) to mission achievement?

SubRQ1b: What are the factors from the surrounding environment that contribute (or not) to resource development efforts?

RQ2: What management activities influence resource development measures of local NGOs in Kisarawe district?

SubRQ2a: What are the factors from the surrounding environment that contribute (or not) to management effectiveness efforts?

To address the research questions in this qualitative study, I applied a case study design to examine resource development measures currently implemented (or not) by the local NGOs in the Kisarawe district. The study involved three registered local NGOs operating in the Kisarawe district as cases of the study. The local NGOs were selected through nonprobability sampling to target registered local NGOs only. A total of 21

participants were purposively selected from the identified local NGOs in the Kisarawe district and the relevant government offices.

I generated data for this qualitative case study research from the in-depth face-to-face interviews with 21 participants and local NGOs reports. Based on the analysis, four overarching themes emerged which were then aligned with the research questions. Chapter 5 provides an interpretation of the findings and detailed recommendations proffered for what resource development strategies could help Kisarawe district's NGOs to successfully achieve their mission objectives based on their rural operating environment.

Interpretation of the Findings

The Local NGOs in Kisarawe

The local NGOs in the Kisarawe district are registered entities with relevant constitutions and missions to bring about the desired positive change to Kisarawe district. As P11 noted, “we are registered and have a mission which guides the work of the organization. Acknowledged and appreciated by the government.” According to the registrar, there are about 130 registered local NGOs in the district. Some local NGOs in the Kisarawe district have programs which are implemented in the district and appreciated by both the government and community members. However, some of the registered local NGOs in the Kisarawe district are not functioning as they should, some are “brief-case” NGOs, while there are others which are registered in Dar es Salaam with few activities in Kisarawe. Findings from this study come from the local NGOs which are operating in full capacity in the Kisarawe district, with recognized offices in Kisarawe town, leaders, staff,

and members. They are recognized by the government as “voice of the voiceless” (P4).

Therefore, the results of the study come from credible sources.

Understanding and Implementation of Resource Development Measures

On the findings of the study, all participants confirmed that the understanding and implementation of resource development measures is a key driver for the achievement of mission objectives. The study further confirmed that most local NGOs in the Kisarawe district lack the understanding of resource development measures and do not have the capacity to develop and implement resource development activities. All local NGOs understand resource development is proposal writing. According to Hung and Berret (2021), resource development, as a process of securing funds and building partnerships, involves donor recruiting, education, and soliciting activities. The aim should be to achieve the common good and enhance organizational sustainability building and not personal gains.

Limited understanding and lack of capacity to develop and implement resource development measures put the survival and sustainability of the local NGOs in the Kisarawe district at stake. Such a situation is due to the increased scarcity of resources, while at the same time, competition of such resources is high. Some local NGOs in the Kisarawe district are making efforts to diversify funding options so as not to become donor dependent. Some of the options involved introducing income generation activities. P6 noted that “we, as an organization, have acquired land which we rent” as one of the sources to fund the organization’s program activities.

It would be a welcomed opportunity for the local NGOs in the Kisarawe district to have different options of source of funding. However, such opportunities will materialize only when such entities have been identified and passionate leaders whose desire is to see the mission objectives are committed to doing so in a sustainable approach.

Management Effectiveness Activities

All participants acknowledged the importance of enhancing management effectiveness activities of the local NGOs in the Kisarawe district to advance resource development efforts for the achievement of mission objectives. Although the local NGOs in the Kisarawe district are acknowledged for their contribution to the development efforts, some of such entities do not have functional structures with internal management and financial policies, strategies, and plans. Critically, most of the local NGOs in the Kisarawe district “do not have strategic plan that responds to the changing needs of the organization” (P18). The situation was also underscored by P11 who said, “financial and human resources plans, and policies should be developed and applied. Financial and management audit should be planned and implemented”. Some local NGOs in the Kisarawe district operate based on their leaders’ experiences or through consultants. Such management style does not attract funders or partnerships as it does not show commitment towards mission achievement hence question the sustainability of such entities.

There are some accountability measures in place in some local NGOs in the Kisarawe district to ensure management effectiveness. Notably, all NGOs conduct quarterly meetings for program progress review. Such meetings are held despite the absence of internal policies. It means the leaders understands what is required to ensure

management effectiveness of their organization but do not have the capacity to fully develop and implement such measures.

All local NGOs in Tanzania are required by the government to submit annual program and financial reports to the registrar. It is a challenge to most local NGOs in the Kisarawe district to prepare such reports due to inadequate capacity. Such inadequacy put most of the local NGOs in a disadvantage situation when it comes to the development and implementation of resource development measures towards the achievement of mission objectives. There will be no partner or donor who would wish to engage with organizations which do not have capacity to show the expected results through reports. In such a context, local NGOs in the Kisarawe district will not be able to compete with the ones from Dar es salaam, hence missing funding opportunities, among other issues. Despite the management challenges, still the local NGOs in the Kisarawe district should know that they are accounted not only internally or to the government and donors but also to their beneficiaries to whom their support add value to their lives.

The Impact of Surrounding Environment Towards Mission Achievement

While the surrounding environment provides both opportunities and challenges. With the right human and financial capacities, the local NGOs in the Kisarawe district could capitalize both avenues to develop and implement viable resource development strategy to achieve mission objectives. As underscored by Shon et al., (2019), it requires concerted efforts, strategic thinking capacities, and internal commitment of non-governmental organizations to understand what resources will be needed internally and externally to access such resources to achieve organizational mission objectives. The local

NGOs in the Kisarawe district lack the capacity to exploit and adapt to the ever-changing environment to maximize resources for mission achievement. Although local NGOs in the Kisarawe district enjoys maximum support from the government, such relationship has to add value to the achievement of mission objectives. In addition, the presence of the local NGOs that are registered in Dar es Salaam and the international NGOs operating in the Kisarawe district could be an avenue for building partnership. The partnership will help to shape the local NGOs into strong entities that could compete and access funding prospects.

The surrounding environment contribute to the staffing challenges that face most of the local NGO in the Kisarawe district. There are no qualified staff, in Kisarawe locale, who could be employed to facilitate the implementation of activities for the achievement of mission objectives. Most qualified staff are living in Dar es Salaam, about five kilometers from Kisarawe. The local NGOs in the Kisarawe district could not afford to employ such staff due to the lack of stable financial capacity to retain them. By investing on building the capacity of the existing staff and members could help the local NGOs to address the staffing challenge.

Capacity as a Crosscutting Vehicle for the Achievement of Mission Objectives

Lack of capacity has been ascertained as the underlying cause of most identified challenges of the local NGOs in the Kisarawe district. Lack of capacity manifested on the development and implementation of resource development measures and management effectiveness activities. It has also manifested on the inability of the local NGOs to turn the existing challenges in the surrounding environment into opportunities. The sum of

such a situation lies on the founding members, leaders, and managers of the local NGO in the Kisarawe district. They have to be committed to the mission they have crafted and lead the organization to its achievement.

As the local NGOs in the Kisarawe district are not operating in isolation, the capacity of the community members to engage towards mission achievement was also analyzed in the study. Most participants noted that the government and community in Kisarawe district acknowledged the programs implemented by the local NGOs are relevant and accepted. However, P6 commented that “community capacity to understand development issues for full engagement is a challenge.” While in some other instances, “community members are not willing to volunteer; community members expected to be paid” (P7). Such scenarios show the local NGOs have to make more efforts to raise awareness among community members on what they are doing. The community members’ capacity to understand and engage in local NGOs activities in a voluntary basis, contribute to the reduction of operations costs while increasing options for sustainable mission achievement sustainably

Relationship to Previous Literature

The findings of this qualitative case study correspond to the theories discussed and literature reviewed in Chapter 2. The discussed theories provided a foundation to analyze the findings based on the modern structural organization, open system, and resource dependency theories.

The modern structural organization theory is based on the fact that organizational efficiency is the essence of organizational rationality (Jung & Vakharia, 2019). Also, the

theory underscored organizational structure as a primary tool for enhanced management effectiveness (O'Leary & Boland, 2020; Shafritz et al., 2016). Organizational structure discussion is reflected on the essence of management effectiveness as a basis for resource development understanding and implementation towards mission objectives achievement. The study found out, most of the local NGOs in the Kisarawe district have internal structures that are not strong enough to help them to compete for resources and for the achievement of mission objectives. As reflected by some participants, there is a need to overhaul the internal structures and systems of the local NGOs in the Kisarawe district to ensure staff have job description; performance appraisals are carried-out in an annual basis, this include performance appraisal of board members; and program evaluation are also conducted. All these aspects would contribute to management effectiveness to facilitate the local NGOs in the Kisarawe district to garner more significant resources beyond the surrounding environment.

The study also revealed that the local NGOs in the Kisarawe district cannot exist on their own. They depend on the surrounding environment and structures for mission achievement and sustainability. Such dependency is reflected in the context of the open system theory which advocates that organizational surrounding environment is an important resource for its own development and survival (Jung & Vakharia, 2019). The discussion on the contribution of the surrounding environment in advancing resource development measures for the achievement of mission objective provides insight on the importance of assessing an organization by looking at its specific surrounding environment. The study revealed that, based on the open system theory, local NGOs in the

Kisarawe districts are in a position to maximize available local opportunities to develop viable resource development measures for the achievement of mission objectives in a more sustained way. The support from the government is one of such opportunities for the local NGOs in the Kisarawe district to be successful.

This study is mainly premised on the resource dependence perspective. The theory aligns with the purpose and findings of the study. The perspective provides that no organizations are self-sufficient; they must engage in exchange with their environments to survive (Tashman, 2021). Such contention is reflected on the local NGOs in the Kisarawe that, they depend on the government, community members, donors, and other NGOs for the achievement of their respective mission objectives and sustainability. Resource dependence theory emphasizes that to survive in a competitive environment, an organization should assess internal structures and capacities to maximize external resources (Hung & Berrett, 2021). The local NGOs in the Kisarawe are resource constrained and struggling to survive.

As organizations, the local NGOs operate in a specific environment where they acquire the necessary resources to achieve their objectives (O'Leary & Boland, 2020). The external environment is conducive for the local NGOs in the Kisarawe district to operate, meaning the government and community members appreciate the work they do. Yet, based on the study's findings, the local NGOs in the Kisarawe district are still faced with human and financial challenges. They are operating in an environment where human and financial resources are scarce. Hence, a challenge to recruit qualified staff from Kisarawe. Also, they do not get much of their financial resources from Kisarawe, they have to

mobilize from somewhere else. One could say that while the local NGOs in the Kisarawe district work to support the communities in the district, the surrounding environment does not give the local NGOs the necessary resources and options they need for mission achievement. This include the community members who are not willing to volunteer to support development activities.

Limitations of the Study

The study was limited by the use of a qualitative case study design that involved a small sample size of only three registered local NGOs in the Kisarawe district, excluding more local NGOs in the community or other areas in Tanzania. The 21 research participants, with representatives from the three local NGOs in the Kisarawe district and government officers could still be considered limited from the point of view of all local NGOs staff which is fairly large the choice of research design gave an insight into the phenomenon studied and not a representative of the population. The selected local NGOs' experiences might yield data that may not be representative of local NGOs elsewhere in Tanzania. However, the selection of the local NGOs aligned with the purpose and rationale of the study.

Access to some local NGOs' reports as secondary data proved a challenge. The reports from the government were accessed with permission. However, most of the participants, especially the government officers, provided comprehensive information during the face-to-face interviews. The participants where easily recruited and accessed through appointments after the government's approval. As reflected in the findings, most participants came from Dar es salaam, while some few are based in Kisarawe town. One

participant stays about 25km from Kisarawe town. I therefore had to provide a small token to all participants as transport refund.

The purposive sampling technique assisted in the elimination of biases on the part of the respondents. While research bias was identified at the beginning and measures to control it clearly articulated, there could have been instances where this might not have been sufficient, nonetheless the research applied all the bias control measures outlined for this study. Finding of the case study rests on many sources that are corroborated, thus obtaining greater validity and reliability. During this research, efforts were made to keep an objective view of the results obtained by using the reflective journal.

Recommendations

The study has established that despite the recognized contribution of the local NGO in the Kisarawe to the transformative social change in a society, still such entities have to invest on resource development efforts to fully achieve mission objectives. The NGOs Report which is based on the assessment of 804 registered NGOs national wide, shows that “NGOs benefited 49,697,214 people out of which 18,119,467 were adults, 15,201,837 youths, 15,486,845 children, 812,936 people with disabilities, and 76,129 elders” (URT 2021, p. 13). However, most local NGOs in the Kisarawe district are constrained with technical and financial resources to fully understand resource development measures to achieve their mission objectives sustainably. The understanding of resource development measures will help the local NGOs in the Kisarawe district to have skills to identify, recruit, cultivate, and solicit major donors including the government.

While in most cases in Tanzania the relationship between the government and local NGOs is challenging due to several reasons, the study found the opposite scenario in the Kisarawe district. The government in the Kisarawe district recognizes the presence and acknowledge the contribution of the local NGOs in the district for their efforts to bring about positive social change. The government supports the NGOs to achieve their mission objectives through proposal development and report writing. The local NGOs in Kisarawe could build a partnership with the government to advocate for the local NGOs' financial support as one of resource development strategy. Currently, the government allocates some percentage of the district council's budget to women, youth, and people with disability as special groups. The same could be allocated to the registered local NGOs operating effectively in the districts. The same partnership could also be a platform to advocate for the local NGOs to be allowed to generate income for program implementation. Such a situation will make local NGOs less donors' dependent at the same time enhancing their sustainability.

As the study found out that, local NGOs management effectiveness contribute to the mission achievement and resource development efforts, then management effectiveness is an issue which has to be promoted and strengthened in such entities. Management structure and systems of most local NGOs in the Kisarawe district are still not well established, the situation might be reflected in most of the local NGOs operating in the rural settings. The situation makes the local NGOs miss different opportunities including the funding ones. Importantly, resource development measures cannot be

realized in an organization that does not have functional internal management systems and structures.

Effective management system has to be in place from the nascent stage of each local NGO. The government could make a mandatory request during the registration process, that, after a year of operation each local NGO must have functional internal policies. Such a request will be beyond the current mandatory requirement of submitting annual and financial reports. The recommended request will necessitate the founding members of the local NGOs to be committed to the organizational success. The local NGOs in the Kisarawe district will have to develop and effectively implement organization's strategic plan, human and financial resources policies and plans. Importantly the local NGOs in the Kisarawe district have to develop resource development strategy and plan. The implementation of such plans has to be evaluated in an annual basis to assess their effectiveness. Such efforts will put the local NGOs in the Kisarawe district in a better position to compete and secure sustainable resources for mission objectives' achievement.

The surrounding environment of the local NGOs in the Kisarawe district should not be ignored. The surrounding environment of the local NGOs in the Kisarawe district contributes to the mission objectives achievement, resource development measures, and management effectiveness. The surrounding environment would determine the focus of the mission and relevance of the organization in a specific area. From the study, it is noted that the surrounding environment contributes to the internal financial and human capacities. The economic conditions, cultural beliefs, and traditions of community

members contribute to the make or break of the organizational activities. A comprehensive initial baseline study could prepare an organization to embrace surrounding environment elements as opportunities for mission objectives' achievement and as basis for developing resource development measures that are relevant. Initial assessment of the surrounding environment could also help in determining strategies to effect management effectiveness measures

Capacity to deliver has been discussed throughout the findings of this study. Capacity is a catalyst to the achievement of mission objectives of local NGOs in the Kisarawe district. Unfortunately, the capacity is lacking across key functions of most local NGOs in the Kisarawe district. Notably, the study found that some of the founding members of most local NGOs in the Kisarawe district do not have the capacity to run the organization. It is a situation which questions the credibility and sustainability of most local NGOs in the Kisarawe district. This study could be used as a wake-up call for the leaders of the local NGOs in the Kisarawe district to take stock of their organization's performance towards mission achievement. Leaders have to invest on in-house capacity building sessions tailored to address the identified gaps in each NGO. Learning from other successful local NGOs based in Dar es Salaam could add value to their current experiences to a much better practice. The improved internal management capacities will make the local NGOs in the Kisarawe district in a better position to understand, develop, and implement practical resource development measures. The overall outcome will be the organization that could achieve their mission objectives in a sustainable approach.

Future research expanding the current understanding of resource development measures as an essence for mission achievement for the local NGOs in Tanzania should be implemented by using the more local NGOs than the study's sample size. Such study could add a comparative element of the local NGOs in the urban and rural surrounding environment. Further research in this area would also help policymakers, NGOs leaders and the community at large have a greater depth of understanding the essence of the local NGOs in the development process while supporting resource development measures for mission achievement.

Implications for Positive Social Change

This study focuses on enhancing the understanding of resource development measures for mission objective achievement for local NGOs in the Kisarawe district. The significance of developing and implementation of resource development measures for mission objectives achievement was situated within the scope of theory, practice, and social change.

Significance to Social Change

A social change could result from a specific intervention made to improve human social lives in a community. This study has double impact. The study served as an informal assessment platform and a catalyst to the local NGOs in the Kisarawe district. It was the first time for most of the participants to be engaged in an academic study. The semi-structured interview questions allowed for the participants to explore and evaluate their engagement and contribution to the local NGOs. The study activated the local NGOs in the Kisarawe district to initiate processes of developing internal management and

internal policies for effective mission achievement. Resource development was a new phenomenon to most participants of the study, however they all acknowledged that the understanding and implementation of resource development measures will be the focus of their efforts to achieve their respective mission objectives hence bringing a positive change at an organizational and community level.

Such outcomes would enhance the accountability of local NGOs in the Kisarawe district to their mission and stakeholders, including the community members and government. The situation will restore the trust of the local NGOs to the stakeholders. On the other hand, Kisarawe residents will benefit from the strengthened local NGOs' quality and sustained interventions to be implemented. The interventions will, among other support, give them relevant skills and knowledge, which will empower them to address socio-economic challenges at the family and community level. The achievement of the local NGOs' mission would ultimately stimulate and sustain positive social change among Kisarawe district's residents. Such changes could include increased number of disabled children in schools, increased number of rehabilitated classrooms in primary schools and reduced number of domestic violence.

The results of this study could help NGO leaders strive to understand resource development as a significant determinant of attaining their organizational goals. They will also be able to share experiences with other local NGOs for multiplied effect. Such efforts may bring about social change by enhancing the NGOs' overall performance based on their vision and mission statements. This study could act as an incentive to advocate for

the local NGOs in rural Tanzania to enhance their capacities on management effectiveness to bring about positive social change to the targeted population

Significance to Theory

The study provides additional variables for considerations while assessing local NGOs beyond what the modern structural organization theory promoted. The theory considers the structure as the primary tool for making organizational achievements (Shafritz et al., 2016). The study underscored the importance of assessing a local NGOs based on its resources capacity and internal and external surrounding environment towards mission objectives achievement. In addition, based on the open systems theory, the study underscored the importance of studying local NGOs while focusing on the interdependence and interaction between organizations and their specific environment (Jung & Vakharia, 2019). The study contributes to the resource dependence perspective which accentuated that no organizations are self-sufficient, they must engage in exchange with their environments to survive (Tashman, 2021). For example, while some local NGOs in other rural areas in Tanzania might have challenging engagement with the local government authorities, local NGOs in the Kisarawe district are enjoying positive local government's collaboration. In such a context, the local NGOs in the Kisarawe district are well positioned to achieve mission objectives successfully due to the conducive surrounding environment.

Furthermore, the results of this study will inform policy actions while acting as a pilot study for a future comprehensive study on local NGOs in rural Tanzania. It will also serve as a source of reference for other researchers in the subject area. The insightful

findings on the understanding resource development as a conduit for local NGOs mission achievement will contribute to public policy and administration literature.

Significance to Practice

It is acknowledged that, local NGOs are still important formal organizations for advancing socio-economic development in Tanzania (URT,2020). The study also unveiled that; the local NGOs are the entities which could directly interact and support community members who have been left behind in development process. The study calls attention to the local NGOs in the Kisarawe district and beyond to invest on the understanding and application resource development measures while enhancing management capacities for sustained achievement of mission objectives. Such practice will make the local NGOs to be in a better position to compete for the ever-diminishing resources in a particular changing surrounding environment.

It is also important and a good practice for the local NGOs to involve government and community members from the nascent stage of their operations in a specific environment. The involvement of such partners would help the NGOs not only to initiate practical and sustained interventions but also promote ownership among community members. In such a situation the local NGOs will be well positioned to achieve mission objectives while harnessing support from community members and government as key resources for sustainability.

Conclusion

Local NGOs in the Kisarawe district are the “voice of the voiceless” (P4). Despite their lack of understanding and application of resource development measures, the local

NGOs remained steadfast towards achieving mission objectives though not as effectively as it should be. Uniquely, the local NGOs in the Kisarawe district enjoy positive relationship with the government which is a conducive surrounding environment for the achievement of mission objectives. More efforts are required to ensure such relationship is well maintained as key avenue to facilitate the development and implementation of resource development activities. At the same time, the local NGOs in the Kisarawe district have to put in place effective management systems and structures to ensure that they are strong enough to compete in a changing surrounding environment faced with limited resources. With functional effective management systems and adequate capacities to develop and implement resource development measures, the local NGOs in the Kisarawe district will be in a position to achieve mission objectives sustainably; hence assure their relevance and survival.

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Appendix A: Interview Questions

RQ1: What resource development measures would support the local NGOs in the Kisarawe district to achieve their mission objectives?

1. What are your general experiences with local NGOs in the Kisarawe district?
 - a. How long have you been engaged with local NGOs in Kisarawe?
 - b. How long have you been engaged with this NGO?
2. How could you describe the local NGOs in the district in achieving their mission objectives?
 - a. What are their strengths?
 - b. What are their weaknesses?
3. What are the factors that impede the local NGOs to achieve their mission objectives successfully?
4. What do you think should be done for the local NGOs to achieve their mission objectives successfully?
5. SubRQ1a: What are the factors from the surrounding environment that contribute (or not) to mission achievement?
6. What is your understanding of resource development strategies?
 - a. What is your role in implementing resource development strategy for the local NGOs?
 - b. What are the challenges facing local NGOs to implement resource development strategy?
 - c. What are the measures taken to address the challenges?

7. What are the issues that have to be in place for the achievement of local NGOs' resource development strategy?
8. What do you think would be viable resource development activities for the NGOs in the Kisarawe district?
9. SubRQ1b: What are the factors from the surrounding environment that contribute (or not) to: resource development efforts?

RQ2: What management activities influence resource development measures of local NGOs in Kisarawe district?

10. What are your experiences with Kisarawe district's NGOs' management practices in achieving their mission objectives?
 - a. What are their management strengths?
 - b. What are their management weaknesses?
11. What accountability measures should be in place to ensure management effectiveness?
12. What are your experiences with Kisarawe district's NGOs' management practices that support (or not) resource development measures?
13. What should be done to support management practices to promote resource development measures?
14. SubRQ2a: What are the factors from the surrounding environment that contribute (or not) to management effectiveness efforts?