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Influence of Innovative Funding Strategies on Financial Sustainability of Non-Profit Organizations in Nairobi City County, Kenya

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ABSTRACT

Purpose: The general objective of this study was to determine the influence of innovative funding strategies on financial sustainability of non-profit organizations in Nairobi City County, Kenya.

Methodology: This study adopted a descriptive correlational research design. The population of the study was all the 1388 non-profit organizations in Nairobi City County, Kenya that have implemented projects in the last 3 years. The sample size was 311 and arrived using Yamane formula. The target respondent was the head of finance in each firm or their equivalent. The study used a structured questionnaire to gather primary data. For data analysis, the researcher used descriptive and inferential techniques. Data was summarized in the form of frequencies, percentage distributions, mean and standard deviation. Inferential statistical analysis included correlation and linear regression.

Findings: The study found that innovative funding strategies significantly impact the financial sustainability of non-profit organizations in Nairobi City County, Kenya. The model indicated that these partnerships explain 40.4% of the variance in financial sustainability, emphasizing the importance of robust corporate engagement and effective communication in enhancing financial outcomes. Crowdfunding efforts also positively influence financial sustainability, contributing to 40.8% of the variance. Government funding emerged as the most critical factor, explaining 63.5% of the variance in financial sustainability. Overall, the combined influence of CSR partnerships, crowdfunding, and government funding explains 60.2% of the financial sustainability of non-profit organizations, underscoring the need for diversified and innovative funding strategies to ensure their long-term viability.

Unique Contribution to Theory, Practice and Policy: The study recommends that non-profit organizations in Nairobi City County, Kenya, should strategically enhance their engagement with corporate partners by cultivating long-term CSR partnerships and securing substantial donations. Additionally, these organizations should focus on expanding their crowdfunding efforts, targeting a larger number of individual donors and ensuring successful campaign execution. Furthermore, non-profits should advocate for flexible and long-term government funding commitments, which are crucial for financial stability and continuity.

Key Words: *Corporate Social Responsibility Partnerships, Crowdfunding, Government Funding, Financial Sustainability, Non-Profit Organizations*

Background of the Study

In the current era of globalization, financial sustainability is paramount for non-profit organizations (NPOs) as they navigate an increasingly interconnected and competitive landscape. Financial sustainability ensures the longevity and effectiveness of NPOs in addressing societal needs, as they often operate in resource-constrained environments (Kassim et al., 2024). According to Vorwerk Marren et al. (2024) with globalization intensifying economic interdependence and competition for funding, NPOs must secure stable financial resources to maintain their operations, deliver services, and adapt to evolving challenges. Sustainable finances enable NPOs to withstand economic downturns, changes in donor priorities, and fluctuations in funding streams, thereby safeguarding their ability to fulfill their missions over the long term (Medine & Minto-Coy, 2023). Moreover, financial sustainability enhances the credibility and trustworthiness of NPOs, bolstering their relationships with stakeholders and facilitating partnerships with donors, governments, and other organizations (Mazanec et al., 2022). In non-profit organizations, financial sustainability is indicated by diversification of funding sources, operating reserves, and program continuity (Makwatikizo, 2023).

Adbi (2023) claim diversification of funding sources involves securing support from a variety of donors, revenue streams, and fundraising strategies, reducing dependence on any single source and enhancing financial stability. Operating reserves, such as cash reserves or investments, provide a financial cushion for NPOs to weather unexpected challenges, economic downturns, or fluctuations in funding, ensuring continuity of operations and services (Awiti & Macheru, 2023). Program continuity, on the other hand, signifies the ability of NPOs to maintain and deliver their core programs and services consistently over time, reflecting their capacity to sustainably allocate resources and meet their mission objectives (Ilyas et al., 2020). Innovative funding strategies play a pivotal role in enhancing the financial sustainability of NPOs by diversifying revenue streams, expanding funding opportunities, and fostering resilience in an increasingly dynamic environment (Werke & Bogale, 2023). Leveraging corporate social responsibility partnerships can provide NPOs with access to additional resources, expertise, and networks, strengthening their financial position and sustainability (Dong & Zhang, 2024). Crowdfunding platforms as per Abdallah and Younis (2023) offer NPOs a direct channel to engage with supporters, mobilize funds for specific projects or campaigns, and cultivate a broader base of donors. Government funding, when strategically accessed and effectively managed, can provide stable, long-term support for NPOs, complementing other sources of revenue and bolstering their financial sustainability (Alexander et al., 2023).

Statement of the Problem

Financial sustainability remains a critical concern for non-profit organizations globally, with statistics indicating substantial challenges in maintaining long-term viability and impact (Kassim et al., 2024). A study by the Bridge span Group revealed that approximately half of the analyzed global non-profits were unable to sustain their financial health, with 40% experiencing funding deficits at some point over the studied period. Moreover, according to a report by Nonprofit Finance Fund, nearly 65% of non-profits in the United States expressed inadequate resources to meet the growing demand for their services, underscoring sustainability concerns. This precarious financial footing impacts project continuity and adaptability, thus potentially compromising the sustained realization of organizational missions and goals (Vorwerk Marren et al., 2024). Innovative funding strategies offer a compelling solution to address the financial sustainability issues faced by NPOs in Nairobi County (Iswan & Kihara, 2023). With the sector grappling with challenges such as limited funding sources, fluctuating donor priorities, and operational constraints, embracing innovative approaches like corporate social responsibility partnerships, crowdfunding, and government funding can provide NPOs with a pathway to greater resilience and impact (Medine & Minto-Coy, 2023).

While there is a growing body of research examining the financial sustainability of NPOs in various contexts, there is a notable dearth of studies specifically focused on Nairobi County (Murithi, 2023). Given the unique socio-economic and political landscape of Nairobi, characterized by rapid urbanization, diverse population demographics, and complex governance structures, it is imperative to understand how these factors shape the financial sustainability of NPOs operating within the county (Odhiambo & Njuguna, 2021). By focusing on Nairobi County, this study sought to provide in-depth insights into the challenges and opportunities faced by NPOs in a dynamic urban environment, thereby addressing a significant gap in the existing literature (Mugenyi, 2021). Although there is emerging literature on innovative funding strategies for NPOs in broader contexts, there remains a lack of empirical research examining the specific influence of these strategies on the financial sustainability of NPOs in Nairobi County. While innovative funding mechanisms such as corporate social responsibility partnerships, crowdfunding, and government funding hold promise for enhancing the financial resilience of NPOs, their effectiveness and applicability within the Nairobi context remain understudied. By investigating the influence of these innovative funding strategies on NPOs' financial sustainability in Nairobi County, this study aimed to bridge this gap in the literature.

Specific Objectives

i To establish the influence of CSR partnerships on financial sustainability of non-profit organizations in Nairobi City County, Kenya
ii To determine the influence of crowdfunding on financial sustainability of non-profit organizations in Nairobi City County, Kenya
iii To ascertain the influence of government funding on financial sustainability of non-profit organizations in Nairobi City County, Kenya

Literature Review

Influence of CSR Partnerships on Financial Sustainability

Corporate engagement level refers to the degree of involvement, commitment, and collaboration between a non-profit organization and its corporate partners in pursuing shared social or environmental objectives (Jha et al., 2024). This engagement encompasses various activities and interactions, including joint initiatives, strategic planning, employee volunteering programs, and stakeholder engagement efforts (Tuyen et al., 2023). A high level of corporate engagement as per Lu et al. (2023) is characterized by active participation, open communication, and alignment of values and goals between the NPO and its corporate partners. It entails mutual respect, trust, and transparency, as well as a willingness to invest time, resources, and expertise in collaborative projects and initiatives. A robust corporate engagement level fosters meaningful partnership that leverage the complementary strengths of both parties, leading to greater impact, innovation, and sustainability in addressing societal challenges (Poelzer, 2023). Corporate engagement levels significantly influence the financial sustainability of non-profit organizations by fostering strategic partnerships, diversifying funding sources, and enhancing organizational capacity (Šebestová et al., 2021). When corporate entities are highly engaged with an NPO, they are more likely to provide substantial financial support through donations, sponsorships, or grants, thus contributing to the organization's revenue streams (Lokman et al., 2023). Moreover, active corporate engagement often leads to long-term partnerships characterized by mutual trust, shared goals, and collaborative decision-making, which can provide stability and predictability in funding over time. This stability enables NPOs to better plan and allocate resources, reducing financial uncertainty and mitigating the risks associated with dependency on a single funding source (Ashraf et al., 2022). Corporate engagement levels also impact financial sustainability by facilitating access to non-monetary resources, such as in-kind donations, pro bono services, and employee volunteerism, which can help offset operational costs and enhance the efficiency of NPO operations (Mazanec et al., 2022).

Donations from corporate social responsibility partners represent financial contributions made by corporate entities to NPOs as part of their philanthropic or social impact initiatives (Harrison et al., 2022). These donations are typically directed towards supporting the mission and activities of NPOs, including funding programs, projects, and operational expenses. Donations from CSR partners may take various forms, including monetary contributions, in-kind donations, or sponsorship agreements, depending on the nature of the partnership and the objectives of both parties (Vafeiadis et al., 2021). Such contributions play a crucial role in enhancing the financial sustainability of NPOs by providing additional resources and support beyond traditional funding sources (Spitz et al., 2021). Moreover, donations from CSR partners not only help NPOs meet their financial needs but also foster strategic collaborations, mutual trust, and shared values between corporate entities and the non-profit sector, ultimately contributing to positive social impact and community development initiatives (Kassem et al., 2020).

Donations from CSR partners significantly influence the financial sustainability of NPOs by providing vital financial resources and fostering strategic partnerships. These donations serve as an essential source of funding for NPOs, enabling them to cover operational expenses, implement programs, and pursue their missions effectively (Pyanov et al., 2021). By receiving donations from CSR partners, Finley et al. (2021) argue NPOs can diversify their funding sources, reducing dependency on traditional fundraising avenues and mitigating financial risks associated with fluctuating donor priorities or economic conditions. Moreover, donations from CSR partners often come with fewer restrictions compared to government grants or project-specific funding, providing NPOs with greater flexibility in allocating resources to address emerging needs or strategic priorities. This flexibility enhances organizational resilience and agility, enabling NPOs to adapt to changing circumstances and sustain their operations over the long term (Bocquet et al., 2020).

Long-term partnerships refer to collaborative relationships between NPOs and other entities, such as corporations, governmental agencies, or other non-profits, that are characterized by sustained engagement, shared goals, and mutual benefit over an extended period (Marques et al., 2021). These partnerships often involve formal agreements or commitments aimed at achieving common objectives, such as addressing societal challenges, advancing shared interests, or maximizing impact (Nwauche, 2022). Long-term partnerships are built on trust, transparency, and open communication, fostering a deep understanding of each party's strengths, needs, and contributions. Such partnerships go beyond short-term transactions or one-off collaborations, allowing for continuous learning, adaptation, and growth (Waerder et al., 2022). By cultivating long-term partnerships, NPOs can access additional resources, expertise, and support, enhancing their capacity to achieve meaningful outcomes, sustain their operations, and create lasting social change (Gulshan & Liaqat, 2022). Long-term partnerships exert a profound influence on the financial sustainability of NPOs by providing a stable and diversified source of resources and support (Kassem et al., 2020). These partnerships often involve commitments and collaborations that extend over an extended period, allowing NPOs to rely on consistent funding, in-kind contributions, and other forms of assistance from their partners. Waerder et al. (2022) argue by fostering trust, mutual understanding, and shared goals, long-term partnerships create a conducive environment for resource sharing, joint planning, and strategic investment, enabling NPOs to access additional financial resources, expertise, and networks that may not be readily available through traditional fundraising efforts alone (Nwauche, 2022).

Influence of Crowdfunding on Financial Sustainability

The amount raised in crowdfunding campaigns represents a critical metric that significantly influences the financial sustainability of NPOs. This metric reflects the tangible financial support garnered from donors and contributors, directly impacting the organization's financial resources and capacity to execute its mission and programs (Kim et al., 2022). A higher amount raised signifies increased funding available to the NPO, allowing it to invest in operational expenses, expand programmatic initiatives, and pursue strategic growth opportunities (Ho et al., 2021). Moreover, Khurana (2021) argue the amount raised through crowdfunding campaigns often serves as a demonstration of community support and validation of the organization's work, enhancing its credibility and attractiveness to other potential donors, partners, and stakeholders. Therefore, maximizing the amount raised in crowdfunding initiatives is essential for NPOs to strengthen their financial sustainability and advance their impact in addressing societal challenges (Salido-Andres et al., 2021).The amount raised through crowdfunding campaigns can exert a profound influence on the financial sustainability of NPOs in several ways. A higher amount raised directly translates to increased financial resources available to the organization, which can be instrumental in covering operational expenses, funding programmatic initiatives, and investing in strategic growth opportunities (Klafke et al., 2023). This influx of funds diversifies the organization's revenue streams, reducing reliance on traditional sources of funding such as grants or donations and enhancing its financial resilience to economic fluctuations or changes in donor priorities (Santos & Dias, 2021). Moreover, the amount raised through crowdfunding campaigns often represents unrestricted funds, providing NPOs with the flexibility to allocate resources based on their evolving needs and priorities, thereby bolstering their financial sustainability and organizational agility (Pan & Dong, 2023).

The number of individual donors in crowdfunding campaigns represents a crucial metric that significantly influences the financial sustainability of NPOs. This metric reflects the breadth and depth of community support for the organization's mission and initiatives, indicating the level of engagement and commitment among individual supporters (Kim et al., 2022). According to Hommerová (2020), a larger number of individual donors not only diversifies the funding base of the NPO but also fosters a sense of ownership and connection with the organization's work, potentially leading to sustained giving and long-term partnerships. Moreover, Debbabi and Kaplan (2022) noted a higher number of individual donors enhances the organization's visibility and credibility, attracting additional support and resources from philanthropic partners, corporate sponsors, or institutional funders. Therefore, maximizing the number of individual donors in crowdfunding campaigns is essential for NPOs to strengthen their financial sustainability and expand their impact in addressing societal challenges (Kamaruddin et al., 2023). The number of individual donors in crowdfunding campaigns exerts a significant influence on the financial sustainability of NPOs through several mechanisms. Firstly, a higher number of individual donors diversifies the funding base of the organization, reducing dependency on a few major donors or sources of funding (Ab Samad & Ahmad, 2022). This diversity enhances financial resilience by mitigating the risks associated with fluctuations in donor priorities, economic downturns, or changes in funding availability (Abdallah &Younis, 2023). Moreover, a larger donor base provides NPOs with a more stable and predictable revenue stream, allowing them to better plan and allocate resources to support their mission and programs (Ho et al., 2021). Additionally, individual donors often contribute smaller, recurring donations, which cumulatively add up to substantial financial support for the organization over time. This sustained giving fosters a sense of community ownership and engagement with the organization's work, leading to greater donor retention and long-term support for its initiatives (Salido-Andres et al., 2021).

The success rate of crowdfunding campaigns represents a critical metric that influences the financial sustainability of NPOs. This metric reflects the effectiveness and efficiency of the organization's fundraising efforts in achieving its campaign goals and objectives (Prędkiewicz & Kalinowska-Beszczyńska, 2021). A higher success rate indicates that the NPO has effectively engaged its supporters, communicated its mission, and mobilized financial resources from the community to support its initiatives (Palmieri et al., 2022). Moreover, Daskalakis et al. (2023) a successful campaign not only generates immediate funding but also enhances the organization's reputation, credibility, and visibility, attracting additional support and resources from donors, partners, and stakeholders. Therefore, maximizing the success rate of crowdfunding campaigns is essential for NPOs to strengthen their financial sustainability, expand their donor base, and amplify their impact in addressing societal challenges (Kubo et al., 2021). The success rate of crowdfunding campaigns has a significant influence on the financial sustainability of NPOs through various mechanisms. A higher success rate indicates the organization's ability to effectively engage its audience, communicate its mission, and mobilize financial support from the community (Paz, 2021). A successful campaign not only generates immediate funding but also fosters a sense of trust, credibility, and loyalty among donors, supporters, and stakeholders. This positive perception can lead to increased donor retention, acquisition of new supporters, and expansion of the organization's donor base over time (Lishoni, 2023). Moreover, a successful campaign enhances the organization's visibility and reputation, attracting additional support and resources from philanthropic partners, corporate sponsors, or institutional funders who may be more inclined to support organizations with demonstrated fundraising success (Salido-Andres et al., 2021).

Influence of Government Funding on Financial Sustainability

The proportion of government funding within a non-profit organization's total budget constitutes a pivotal factor influencing financial sustainability. This metric denotes the extent to which government resources contribute to the organization's overall financial resources (Bocquet et al., 2020). A higher proportion of government funding often signifies a significant reliance on public funds, potentially offering stability and reliability in financial planning. However, an excessive dependence on government funding may also pose risks, such as vulnerability to shifts in political priorities or budgetary constraints (Medine & Minto-Coy, 2023). Conversely, a lower proportion of government funding may necessitate diversification of revenue streams, promoting financial resilience and reducing susceptibility to external fluctuations. Striking an optimal balance in the proportion of government funding is crucial for NPOs to ensure financial sustainability, maintaining stability while mitigating risks associated with overreliance on any single funding source (Nakajima, 2021). The proportion of government funding within the financial structure of NPOs holds significant sway over their financial sustainability. A higher proportion of government funding often conveys stability and predictability in revenue streams, which can bolster the financial sustainability of NPOs by providing a reliable source of income (Anwar et al., 2020). Nwauche (2022 concluded with a larger portion of their budget coming from government sources, NPOs may have more financial security, enabling them to plan and execute long-term initiatives with greater confidence. Moreover, government funding often comes with fewer restrictions compared to private grants or donations, allowing NPOs more flexibility in allocating resources to address pressing community needs. This flexibility enables NPOs to adapt their programs and services more effectively, enhancing their relevance and impact within their communities and thereby contributing to their financial sustainability (Ayinkamiye & Spencer, 2021).

Flexibility of funding refers to the extent to which NPOs can allocate and utilize financial resources according to their own priorities, strategies, and needs. A funding source is considered flexible when it imposes minimal restrictions or conditions on how the funds can be spent (Tzenios et al., 2023). Flexible funding allows NPOs greater autonomy and discretion in decision-making, enabling them to adapt quickly to changing circumstances, seize emerging opportunities, and address pressing community needs effectively (Mazanec et al., 2022). Moreover, flexible funding empowers NPOs to innovate, experiment, and invest in long-term sustainability measures, such as capacity-building, staff corporate engagement level, and program development. By providing NPOs with the freedom to allocate resources based on their unique insights and expertise, flexible funding enhances organizational agility, responsiveness, and effectiveness, ultimately contributing to their financial sustainability and ability to achieve meaningful social impact (Werke & Bogale, 2023). The flexibility of funding significantly influences the financial sustainability of NPOs through various channels. Firstly, flexible funding allows NPOs to adapt their resources to meet evolving needs and seize opportunities, thereby enhancing their operational efficiency and effectiveness (Murray, 2022). With fewer restrictions on how funds can be used, NPOs can allocate resources based on their strategic priorities and the changing dynamics of their operating environment. This adaptability enables NPOs to respond swiftly to emerging challenges, innovate new programs or services, and invest in initiatives that align with their mission and goals (Ye & Gong, 2021).

Duration of funding refers to the period over which financial resources are made available to NPOs to support their operations, programs, or projects. It represents the length of time for which funding commitments are made by donors, funders, or granting agencies, typically specified in terms of months or years (Ayinkamiye & Spencer, 2021). The duration of funding can vary widely depending on the nature of the funding source, the objectives of the funding initiative, and the preferences of the donor or funder. Short-term funding typically covers a limited period, often focusing on specific projects or initiatives with defined start and end dates. In contrast, long-term funding extends over an extended period, providing sustained support for the ongoing operations and activities of NPOs (Murray, 2022). The duration of funding influences the financial planning, stability, and sustainability of NPOs, as it determines the availability and predictability of financial resources over time, impacting the organization's ability to plan, budget, and implement its programs effectively (Tzenios et al., 2023). The duration of funding as per Basu et al. (2022) plays a crucial role in shaping the financial sustainability of NPOs through its impact on revenue predictability, planning, and organizational stability. Long-term funding commitments provide

NPOs with a reliable and predictable source of income over an extended period, enabling them to plan and budget more effectively for their operations, programs, and initiatives. With longer funding durations, NPOs can invest in strategic initiatives, capacity-building efforts, and sustainability measures with greater confidence, knowing that they have the financial resources to support their long-term goals (Werke & Bogale, 2023). Moreover, Nakajima (2021) noted long-term funding fosters organizational stability and continuity, as it reduces the risk of financial disruptions and enables NPOs to maintain essential services and programs even during periods of economic uncertainty or funding fluctuations.

Research Methodology

This study adopted a descriptive correlational research design. The population of the study was all the 1388 non-profit organizations in Nairobi City County, Kenya that have implemented projects in the last 3 years. The sample size was 311 and arrived using Yamane formula. The target respondent was the head of finance in each firm or their equivalent. The study used a structured questionnaire to gather primary data. For data analysis, the researcher used descriptive and inferential techniques. Data was summarized in the form of frequencies, percentage distributions, mean and standard deviation. Inferential statistical analysis included correlation and linear regression. The results were presented in tables followed by pertinent discussions. The following model was adopted.

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon}$$

Where; Y = Financial sustainability, X_1= CSR partnerships, X_2= Crowdfunding, X_3= Government funding, α = Constant; y intercept that is, the value of y when x is equal to zero, β = Coefficients of the model and ε = Error term

Results

In the current study, the response rate was 78.1%, as 243 out of the 311 distributed questionnaires were returned. This high response rate indicates a strong engagement and willingness of the participants to contribute to the research, which enhances the reliability and validity of the study findings.

Descriptive Findings and Analysis

CSR Partnerships and Financial Sustainability of NPOs in Nairobi County

Descriptive Statistics for CSR Partnerships

The study sought to establish the extent of CSR partnerships in each NPO in Nairobi County, Kenya. Table 1 shows the study findings.

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Table 1: Descriptive Statistics on CSR Partnerships

Statements	N	Mean	Std. Dev
Our organization actively engages with corporate partners through joint initiatives and projects.	243	3.156	1.093
We have established effective communication channels with our corporate partners to foster collaboration and exchange of ideas.	243	3.969	1.104
Corporate partners play an integral role in our organization's activities and decision-making processes	243	3.844	1.034
Corporate engagement level	**243**	**3.656**	**0.888**
Our organization receives consistent and substantial donations from our corporate social responsibility partners.	243	4.313	0.768
Corporate social responsibility partners contribute significantly to our organization's financial sustainability through their generous donations.	243	4.281	0.800
We rely on donations from CSR partners to fund a significant portion of our programs and initiatives.	243	3.344	1.019
Donation from CSR partners	**243**	**3.979**	**0.763**
Our organization has cultivated long-term partnerships with corporate entities that extend beyond one-off collaborations.	243	3.781	0.695
We prioritize building sustainable relationships with our corporate partners, focusing on mutual goals and long-term impact.	243	3.781	0.819
Long-term partnerships with corporate social responsibility partners are essential for ensuring the continued success and sustainability of our organization.	243	3.531	0.901
Long term partnerships	**243**	**3.698**	**0.669**
Overall mean Score	**243**	**3.778**	**0.567**

Corporate engagement in CSR partnerships among non-profit organizations in Nairobi City County shows moderate involvement. Organizations actively collaborate with corporate partners, with a mean score of 3.156, suggesting some engagement but room for improvement. Effective communication channels were rated highly (mean = 3.969). CSR partners play a key role in decision-making (mean = 3.844), and donations from these partners are crucial, with a high mean score of 4.313. Long-term partnerships are emphasized, with a mean score of 3.781. Overall, CSR partnerships are viewed positively (mean = 3.778), but there is potential for deeper integration and increased active engagement.

Correlation Analysis for CSR Partnerships and Financial Sustainability

Correlation analysis was done to establish the association between CSR partnerships and financial sustainability. The findings were as shown in Table 2.

Table 2: Correlation Matrix for CSR Partnerships and Financial Sustainability

		Financial sustainability	Corporate engagement level	Donation from CSR partners	Long-term partnerships
Financial sustainability	Pearson Correlation	1			
	Sig. (2-tailed)				
Corporate engagement level	Pearson Correlation	.589**	1		
	Sig. (2-tailed)	.000			
Donation from CSR partners	Pearson Correlation	.603**	.575**	1	
	Sig. (2-tailed)	.000	.000		
Long-term partnerships	Pearson Correlation	.609**	.106	.280	1
	Sig. (2-tailed)	.000	.564	.120	

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
c. Listwise N=243

The correlation results indicate significant positive relationships between all aspects of CSR partnerships and financial sustainability among non-profit organizations in Nairobi City County, Kenya. Specifically, corporate engagement level has a moderate positive correlation with financial sustainability ($r = .589$, $p < .05$), indicating that higher levels of corporate engagement are associated with better financial sustainability. Donations from CSR partners show a slightly stronger positive correlation with financial sustainability ($r = .603$, $p < .05$), suggesting that substantial donations significantly enhance financial sustainability. Long-term partnerships also exhibit a strong positive correlation with financial sustainability ($r = .609$, $p < .05$), highlighting that enduring relationships with corporate partners are crucial for financial stability. These findings underscore the importance of robust CSR partnerships in promoting the financial sustainability of non-profit organizations.

Regression Analysis for CSR Partnerships and Financial Sustainability

The regression results for CSR partnerships and financial sustainability among non-profit organizations in Nairobi City County, Kenya, reveal significant insights. The model fitness table (Table 3) shows that the independent variables (corporate engagement level, donation from CSR partners, and long-term partnerships) explain 40.4% of the variance in financial sustainability (R Square = .404). This indicates a substantial impact of CSR partnerships on financial sustainability. The Adjusted R Square value of .394 confirms that the model accounts for nearly 40% of the variability in financial sustainability.

Table 3: Model Fitness for CSR Partnerships and Financial Sustainability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635[a]	.404	.394	.628853

a. Predictors: (Constant), Long-term partnerships, Donation from CSR partners, Corporate engagement level

The ANOVA results (Table 4) further support the model's validity. The regression model is statistically significant ($F(3, 239) = 53.862$, $p < .000$), indicating that the independent variables collectively influence financial sustainability. The significant F-value demonstrates that the regression model provides a better fit to the data than a model with no predictors. Since the F-calculated value of 53.862 is significantly greater than the critical F-value of 2.66, CSR partnerships, as represented by long-term partnerships, donations from CSR partners, and corporate engagement level, are important factors in explaining the financial sustainability of non-profit organizations in Nairobi City County, Kenya.

Table 4: ANOVA Results for CSR Partnerships and Financial Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.153	3	16.051	53.862	.000[b]
	Residual	71.182	239	.298		
	Total	119.335	242			

a. Dependent Variable: Financial sustainability
b. Predictors: (Constant), Long-term partnerships, Donation from CSR partners, Corporate engagement level

The coefficients table (Table 5) provides detailed insights into the contribution of each independent variable. All three predictors are statistically significant. Corporate engagement level has a positive impact on financial sustainability ($\beta = .204$, $p = .004$), indicating that higher corporate engagement is associated with better financial outcomes. Donations from CSR partners also positively influence financial sustainability ($\beta = .287$, $p = .001$), suggesting that substantial donations from corporate partners significantly enhance financial stability. Long-term partnerships have the strongest positive effect ($\beta = .581$, $p = .000$), highlighting that enduring relationships with corporate partners are crucial for sustained financial health.

Table 5: Coefficients for CSR Partnerships and Financial Sustainability

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.497	.194		7.713	.000
	Corporate engagement level	.204	.070	.277	2.898	.004
	Donation from CSR partners	.287	.085	.333	3.394	.001
	Long-term partnerships	.581	.146	.622	3.982	.000

a. Dependent Variable: Financial sustainability

The resulting model is as shown

$Y=1.497+0.204X_1+0.287X_2+0.581X_3$

Where: Y= Financial sustainability, X_1 = Corporate engagement level, X_2 = Donation from CSR partners and X_3= Long-term partnerships

Crowdfunding and Financial Sustainability of NPOs in Nairobi County

Descriptive Statistics for Crowdfunding

Crowdfunding efforts among non-profit organizations in Nairobi City County show moderate success in raising funds. Respondents reported that crowdfunding campaigns raised significant funds (mean = 3.469), but were less effective in exceeding financial expectations (mean = 3.063) and meeting fundraising targets (mean = 3.125). The overall funds raised had a mean score of 3.219, reflecting moderate success. Organizations have been successful in attracting individual donors (mean = 3.469), but continuous engagement for expanding the donor base showed a more positive outcome (mean = 3.469). However, the success rate of campaigns remains a challenge, with a lower mean score of 2.771, indicating areas for improvement. The overall mean score for crowdfunding is 3.128 (Std. Dev = 0.426), suggesting a moderately positive perception of crowdfunding efforts among the non-profit organizations.

Table 6: Descriptive Statistics for Crowdfunding

Statements	N	Mean	Std. Dev
Our crowdfunding efforts have consistently raised substantial amounts of funds to support our organization's projects and activities.	243	3.469	1.172
Crowdfunding campaigns have been effective in mobilizing financial resources beyond our initial expectations.	243	3.063	1.171
We have successfully achieved our fundraising targets through crowdfunding, enabling us to expand our programs and reach.	243	3.125	1.244
Amount raised	**243**	**3.219**	**0.934**
Our organization has garnered support from a diverse range of individual donors through crowdfunding campaigns.	243	3.469	0.865
Crowdfunding campaigns attract a high number of individual donors who are passionate about our cause.	243	3.250	1.090
We continuously engage with individual donors through crowdfunding platforms to expand our supporter base and increase donations.	243	3.469	0.661
Number of individual donors	**243**	**3.396**	**0.699**
Our crowdfunding campaigns have consistently achieved their fundraising goals, demonstrating their effectiveness in mobilizing support.	243	2.688	1.285
We have a track record of successful crowdfunding campaigns that have exceeded their initial targets.	243	3.031	1.131
The success rate of our crowdfunding campaigns reflects the strong engagement and support from our community of donors and supporters.	243	2.594	1.296
Success rate of campaigns	**243**	**2.771**	**1.056**
Overall Mean Score	**243**	**3.128**	**0.426**

Correlation for Crowdfunding and Financial Sustainability

Correlation analysis was done to establish the association between crowdfunding and financial sustainability. The findings were as shown in Table 7.

Table 7: Correlation for Crowdfunding and Financial Sustainability

		Financial sustainability	Amount raised	Number of individual donors	Success rate of campaigns
Financial sustainability	Pearson Correlation	1			
	Sig. (2-tailed)				
Amount raised	Pearson Correlation	.370**	1		
	Sig. (2-tailed)	.000			
Number of individual donors	Pearson Correlation	.489**	-.028	1	
	Sig. (2-tailed)	.000	.703		
Success rate of campaigns	Pearson Correlation	.437**	.063	.595**	1
	Sig. (2-tailed)	.000	.397	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=243

The correlation results for crowdfunding and financial sustainability reveal significant positive relationships between all examined aspects of crowdfunding and the financial sustainability of non-profit organizations in Nairobi City County, Kenya. The amount raised through crowdfunding shows a moderate positive correlation with financial sustainability ($r = .370$, $p < .05$), indicating that higher amounts raised contribute to better financial sustainability. The number of individual donors has a stronger positive correlation with financial sustainability ($r = .489$, $p < .05$), suggesting that a larger donor base is particularly beneficial for financial health. Additionally, the success rate of crowdfunding campaigns is also positively correlated with financial sustainability ($r = .437$, $p < .05$), implying that more successful campaigns enhance financial stability. These findings highlight the critical role of effective crowdfunding strategies in improving the financial sustainability of non-profit organizations.

Regression for Crowdfunding and Financial Sustainability

The regression results for crowdfunding and financial sustainability among non-profit organizations in Nairobi City County, Kenya, offer significant insights into the impact of crowdfunding efforts. The model fitness table (Table 8) shows that the independent variables (amount raised, number of individual donors, and success rate of campaigns) explain 40.8% of the variance in financial sustainability (R Square = .408). This indicates that a substantial portion of the financial sustainability can be attributed to the effectiveness of crowdfunding activities. The Adjusted R Square value of .398 confirms the robustness of the model, indicating that nearly 40% of the variability in financial sustainability is accounted for by these crowdfunding factors.

Table 8: Model Fitness Results for Crowdfunding and Financial Sustainability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639[a]	.408	.398	.626630

a. Predictors: (Constant), Success rate of campaigns, Amount raised, Number of individual donors

The ANOVA results (Table 9) further validate the model's significance. The regression model is statistically significant ($F (3, 239) = 54.624$, $p < .05$), implying that the independent variables collectively have a substantial impact on financial sustainability. The significant F-value highlights that the model is a good fit and that crowdfunding efforts are critical determinants of financial sustainability in these organizations. Since the F-calculated value of 54.624 is significantly greater than the critical F-value of 2.66, the independent variables related to crowdfunding—success rate of campaigns, amount raised, and number of individual donors—are critical determinants of financial sustainability in non-profit organizations in Nairobi City County, Kenya.

Table 9: ANOVA Results for Crowdfunding and Financial Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.655	3	16.218	54.624	.000[b]
	Residual	70.680	239	.296		
	Total	119.335	242			

a. Dependent Variable: Financial sustainability

b. Predictors: (Constant), Success rate of campaigns, Amount raised, Number of individual donors

The coefficients table (Table 10) provides detailed insights into the individual contribution of each predictor. All three variables are statistically significant. The amount raised through crowdfunding has a positive and significant impact on financial sustainability ($\beta = .319$, $p < .05$), indicating that higher amounts raised are strongly associated with better financial outcomes. The number of individual donors also shows a positive and significant effect ($\beta = .394$, $p < .05$), suggesting that a larger base of individual donors significantly enhances financial stability. Additionally, the success rate of crowdfunding campaigns positively influences financial sustainability ($\beta = .162$, $p = .013$), indicating that successful campaigns contribute to better financial health, though its impact is relatively smaller compared to the other factors.

Table 10: Coefficients for Crowdfunding and Financial Sustainability

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.359	.280		1.284	.201
	Amount raised	.319	.050	.370	6.417	.000
	Number of individual donors	.394	.072	.392	5.479	.000
	Success rate of campaigns	.162	.065	.180	2.516	.013

a. Dependent Variable: Financial sustainability

The resulting model is as shown

$Y=0.359+0.319X_1+0.394X_2+0.162X_3$

Where: Y= Financial sustainability, X_1 = Amount raised, X_2 = Number of individual donors and X_3 = Success rate of campaigns

Government Funding and Financial Sustainability of NPOs in Nairobi County

Descriptive Statistics for Government Funding

Government funding plays a significant role in the overall budgets of non-profit organizations in Nairobi City County, Kenya, with a mean score of 3.625, indicating its support for various programs. Organizations rely on this funding to align with national priorities (mean = 3.531) but reported a lower proportion of their funding coming from government sources (mean = 3.125). The flexibility of government funding, allowing for resource allocation and project adaptation, scored a mean of 3.323, suggesting variability across organizations. Overall, while government funding is crucial, the level of flexibility and its distribution across organizations varies.

Table 11: Descriptive Statistics for Government Funding

Statements	N	Mean	Std. Dev
Government funding constitutes a significant portion of our organization's overall budget, supporting a wide range of programs and initiatives.	243	3.625	1.111
Our organization relies on government funding to finance critical projects and activities that align with national priorities.	243	3.531	1.118
A substantial proportion of our organization's funding comes from government sources, ensuring stability and continuity in our operations.	243	3.125	1.023
Proportion of the funding	**243**	**3.427**	**0.955**
Government funding allows for flexibility in allocating resources to address emerging needs and priorities within our organization.	243	3.188	1.102
We have the autonomy to adapt government-funded projects and programs to changing circumstances and community requirements.	243	3.438	1.088
Government funding provides the flexibility needed to implement innovative solutions and approaches to complex social challenges.	243	3.344	0.888
Flexibility of the funding	**243**	**3.323**	**0.884**
Our organization benefits from long-term government funding commitments that provide stability and predictability for planning and implementation.	243	3.219	1.053
Government funding agreements typically span multiple years, allowing for sustained investment in our organization's initiatives and activities."	243	3.188	1.073
We have secured government funding for medium to long-term projects, ensuring continuity and impact over an extended period.	243	3.094	1.100
Duration of the funding	**243**	**3.167**	**1.041**
Overall Mean Score	**243**	**3.306**	**0.824**

Correlation Analysis for Government Funding and Financial Sustainability

Correlation analysis was done to establish the association between government funding and financial sustainability. The findings were as shown in Table 12.

Table 12: Correlation Matrix for Government Funding and Financial Sustainability

		Financial sustainability	Proportion of the funding	Flexibility of the funding	Duration of the funding
Financial sustainability	Pearson Correlation	1			
	Sig. (2-tailed)				
Proportion of the funding	Pearson Correlation	.614**	1		
	Sig. (2-tailed)	.000			
Flexibility of the funding	Pearson Correlation	.790**	.587**	1	
	Sig. (2-tailed)	.000	.000		
Duration of the funding	Pearson Correlation	.530**	.743**	.847**	1
	Sig. (2-tailed)	.002	.000	.000	

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).
c. Listwise N=243

The correlation results for government funding and financial sustainability demonstrate significant positive relationships between all aspects of government funding and the financial sustainability of non-profit organizations in Nairobi City County, Kenya. The proportion of funding from government sources shows a strong positive correlation with financial sustainability ($r = .614$, $p < .05$), indicating that a higher proportion of government funding contributes significantly to financial stability. The flexibility of government funding has an even stronger correlation with financial sustainability ($r = .790$, $p < .05$), suggesting that the ability to allocate government funds flexibly is crucial for financial health. Additionally, the duration of government funding is positively correlated with financial sustainability ($r = .530$, $p < .05$), highlighting that longer-term funding commitments enhance financial stability. These findings underscore the importance of substantial, flexible, and long-term government funding in promoting the financial sustainability of non-profit organizations.

Regression Analysis for Government Funding and Financial Sustainability

The regression results for government funding and financial sustainability among non-profit organizations in Nairobi City County, Kenya, provide significant insights into the impact of government funding. The model fitness table (Table 13) shows that the independent variables (proportion of the funding, flexibility of the funding, and duration of the funding) explain 63.5% of the variance in financial sustainability (R Square = .635). This indicates that a substantial portion of financial sustainability can be attributed to these aspects of government funding. The Adjusted R Square value of .629 further confirms the robustness of the model, indicating that nearly 63% of the variability in financial sustainability is accounted for by these factors.

Table 13: Model Fitness Results for Government Funding and Financial Sustainability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797[a]	.635	.629	.492092

a. Predictors: (Constant), Flexibility of the funding, Proportion of the funding, Duration of the funding

The ANOVA results (Table 14) validate the model's significance. The regression model is statistically significant ($F (3, 239) = 138.73$, $p < .000$), implying that the independent variables collectively have a substantial impact on financial sustainability. Since the F-calculated value of 138.73 is significantly greater than the critical F-value of 2.66, the independent variables related to government funding are critical determinants of financial sustainability in non-profit organizations in Nairobi City County, Kenya.

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Table 14: ANOVA Results for Government Funding and Financial Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	75.747	3	25.249	138.73	.000[b]
	Residual	43.588	239	.182		
	Total	119.335	242			

a. Dependent Variable: Financial sustainability

b. Predictors: (Constant), Flexibility of the funding, Proportion of the funding, Duration of the funding

The coefficients table (Table 15) provides detailed insights into the individual contribution of each predictor. All the three variables are statistically significant. The proportion of the funding has a positive impact on financial sustainability ($\beta = .126$, $p = .042$), indicating that a higher proportion of government funding is associated with better financial outcomes. The flexibility of the funding shows a strong positive effect ($\beta = .523$, $p < .000$), suggesting that flexible allocation of government funds significantly enhances financial stability. Additionally, the duration of the funding positively impacts financial sustainability ($\beta = .273$, $p = .000$), highlighting that long-term funding commitments contribute to better financial health.

Table 15: Coefficients for Government Funding and Financial Sustainability

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.299	.170		7.657	.000
	Proportion of the funding	.126	.061	.153	2.053	.042
	Flexibility of the funding	.523	.052	.714	5.046	.000
	Duration of the funding	.273	.037	.244	3.645	.000

a. Dependent Variable: Financial sustainability

The resulting model is as shown

$$Y=1.299+0.126X_1+0.523X_2+0.273X_3$$

Where: Y= Financial sustainability, X_1 = Proportion of the funding, X_2 = Flexibility of the funding and X_3 = Duration of the funding

Innovative Funding Strategies and Financial Sustainability of NPOs in Nairobi County

The regression results for the overall objective of determining the influence of innovative funding strategies (CSR partnerships, crowdfunding, and government funding) on the financial sustainability of non-profit organizations in Nairobi City County, Kenya, indicate a significant impact. The overall model fitness (Table 16) shows that these three predictors explain 60.2% of the variance in financial sustainability (R Square = .602). This substantial portion highlights the collective importance of these innovative funding strategies in enhancing financial sustainability. The Adjusted R Square value of .595 confirms the robustness of the model, indicating that nearly 60% of the variability in financial sustainability is effectively accounted for by these strategies.

Table 16: Overall Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776[a]	.602	.595	.513742

a. Predictors: (Constant), Government funding, CSR partnerships, crowdfunding

The ANOVA results (Table 17) further support the model's significance, with the regression model being statistically significant ($F (3, 239) = 120.311$, $p < .000$). This implies that CSR partnerships, crowdfunding, and government funding collectively have a substantial and statistically significant impact on financial sustainability. The high F-value reinforces that the model is a good fit, validating the importance of these funding strategies for financial stability in non-profit organizations.

Table 17: ANOVA Results for the Overall Model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.827	3	23.942	120.311	.000[b]
	Residual	47.508	239	.199		
	Total	119.335	242			

a. Dependent Variable: Financial sustainability

b. Predictors: (Constant), Government funding, CSR partnerships, crowdfunding

The coefficients table (Table 18) provides detailed insights into the individual contributions of each predictor. All three funding strategies are statistically significant. CSR partnerships have a positive impact on financial sustainability ($\beta = .201$, $p < .05$), indicating that effective engagement with corporate partners enhances financial outcomes. Crowdfunding also positively influences financial sustainability ($\beta = .199$, $p < .05$), suggesting that successful crowdfunding efforts contribute significantly to financial health. Government funding shows the strongest positive effect ($\beta = .514$, $p < .05$), highlighting that substantial and flexible government funding is crucial for sustaining financial stability.

Table 18: Regression Coefficients for the Overall Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.590	.224		2.634	.000
	CSR partnerships	.201	.056	.230	3.579	.000
	Crowdfunding	.199	.054	.227	3.685	.000
	Government funding	.514	.069	.563	7.474	.000

a. Dependent Variable: Financial sustainability

The resulting model is as shown

$$Y = 0.590 + 0.201X_1 + 0.199X_2 + 0.514X_3$$

Where Y is financial sustainability, X_1 is CSR partnerships, X_2 is crowdfunding and X_3 is government funding.

Conclusions

The study concluded that CSR partnerships significantly influence the financial sustainability of non-profit organizations in Nairobi City County, Kenya. Specifically, the engagement level with corporate partners, substantial donations received, and the establishment of long-term partnerships were found to be crucial factors. Organizations with strong, sustained relationships with corporate partners and effective communication channels are better positioned to achieve financial stability and sustainability. These findings demonstrate the critical role of CSR partnerships in enhancing the financial health of non-profit organizations. The study concluded that crowdfunding efforts have a notable impact on the financial sustainability of non-profit organizations in Nairobi City County, Kenya. Key factors contributing to this include the amount of funds raised, the number of individual donors engaged, and the success rate of crowdfunding campaigns. Organizations that effectively mobilize resources through crowdfunding and attract a large base of individual donors are better equipped to achieve financial stability. These findings underscore the importance of developing robust crowdfunding strategies to enhance the financial health and sustainability of non-profit organizations. The study concluded that government funding plays a critical role in the financial sustainability of non-profit organizations in Nairobi City County, Kenya. Important factors include the proportion of funding from government sources, the flexibility in the use of these funds, and the duration of funding commitments. Organizations that receive substantial, flexible, and long-term government funding are better positioned to maintain financial stability and continuity in their operations. These findings highlight the necessity for non-profits to secure and effectively manage government funding to ensure their financial health and sustainability.

Recommendations

Based on the findings of the first objective, the study recommends that non-profit organizations in Nairobi City County, Kenya, should prioritize building and maintaining robust CSR partnerships. In addition, the study recommends that non-profit organizations in Nairobi City County, Kenya, should enhance their crowdfunding efforts to improve financial sustainability. Organizations should focus on developing compelling and effective crowdfunding campaigns to raise substantial amounts of funds. Besides, they should seek to secure and effectively manage government funding to enhance their financial sustainability. Organizations should advocate for a higher proportion of their funding to come from government sources and ensure these funds are used flexibly to address emerging needs and priorities. By focusing on these aspects, non-profit organizations can better leverage government funding to support their financial health and sustainability.

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