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BUDGET PLANNING AND FINANCIAL SUSTAINABILITY OF NON-PROFIT ORGANIZATIONS IN KISII COUNTY, KENYA

[1*] **Bosire Morine Mokeira**
mokeiramorine@yahoo.com

[2**] **Julius Miroga**
juliusmiroga@gmail.com

[1,2] *Jomo Kenyatta University of Agriculture and Technology, Kenya*

Abstract: *Non-profit organizations play an important role in Kenyan society by providing essential services to those in need. However, many non-profits struggle to achieve financial sustainability. Previous studies have shown that budget planning plays a pivotal role in overcoming the challenges faced by non-profit organizations and enhancing their financial sustainability. However, there is limited research on the effect of budget planning on financial sustainability of non-profit organizations in Kisii County, Kenya. The objective of this research was to assess the effect of budget planning on financial sustainability of non-profit organizations in Kisii County, Kenya. The research was based on the contingency theory. Descriptive research design was employed in this study. The population of the study was all the 73 non-profit organizations in Kisii County, Kenya that have implemented projects in the last 3 years which were all studied using a census. The target respondent was the head of finance in each non-profit organization. A descriptive survey research design was utilized. Questionnaires were utilized in primary data collection. The collected data was analysed using multiple linear regression method. Data collected was analyzed using both descriptive and inferential statistics; and presented inform of tables. Ordinary Least Square method was used for estimation and Statistical Package for Social Sciences (SPSS) Version 24 was used to aid the analysis. Results show; budget planning has a positive significant effect on financial sustainability ($\beta = 0.142$; $p = 0.014$). It is recommended policymakers leverage budget planning practices to develop targeted interventions supporting NGOs in enhancing their financial resilience.*

Keywords: *Budget planning, financial sustainability, Non-profit making organization*

1. Introduction

Financial sustainability is of utmost importance for non-profit organizations in the current era of globalization. In a world that is increasingly interconnected and competitive, non-profits must secure stable and adequate funding to effectively fulfill their missions and remain viable (Ebenezer, Musah, & Ahmed, 2020). They face the need to adapt to evolving global trends and address pressing issues such as poverty, inequality, and environmental degradation. Non-profit organizations may invest in long-term solutions and increase resilience by assuring their financial stability, which will increase their effect and bring about lasting change (Adbi, 2022). In a globalized world, Fruk and Badurina (2021) financial stability also helps non-profits to take advantage of financing possibilities abroad and work with foreign partners to address difficult problems. In a linked and dynamic global environment, non-profit organizations may expand their impact, effectiveness, and reach by putting financial sustainability first.

Effective budgeting may be essential to guaranteeing non-profit organizations' long-term existence, according to the link between budgeting procedures and their capacity to maintain their financial stability (Tzenios, Frsph & Fwams, 2022). Sound budgeting procedures may help non-profits manage their funds wisely and match their financial plans to the objectives and priorities of their organizations. As a result, they may increase their revenue sources, effectively control their spending, and accumulate cash reserves. Non-profits may track and manage their financial performance, identify possible risks, and take well-informed actions to reduce them with the help of a well-designed budgeting process (Ilyas, Butt, Ashfaq & Acquadro Maran, 2020). Additionally, as stakeholders are more inclined to support organizations that exhibit good financial stewardship, clear and accurate budgeting methods make donors feel more trusted and draw in investment (Nevečeřalová, 2020). In the end, non-profits may build a strong basis for financial sustainability by using effective budgeting techniques, enabling them to carry out their mission-driven activities and have a lasting impact (Feng, Neely & Slatten, 2019).

Globally, the non-profit sector is coming to understand the need of budgeting for financial sustainability. By investing in financial management training, implementing technological solutions, and enlisting the aid of outside consultants and advisors, many firms are actively working to enhance their budgeting procedures (Ebenezer, Musah, & Ahmed, 2020). The goal was to develop their capacity to carry out their missions by increasing financial responsibility, maximizing resource allocation, and other related goals (Adbi, 2022). However, there is always room for improvement, especially in areas with little resources where non-profits may encounter difficulties implementing thorough budgeting methods because of financing and capacity limitations. In order to improve the financial sustainability of non-profit organizations throughout the world, efforts must be made to support and promote best practices in budgeting (Ab Samad, Ahmad, & Suria, 2023).

The use of budgeting techniques by non-profit organizations in the United States (US) is often extensive and well-established. Non-profits in the US have a propensity to prioritize budgeting as a core financial management technique because to the legal requirements, grant reporting demands, and the emphasis on openness and accountability (Omondi, 2021). Many nonprofits create yearly budgets that detail expected income and costs. These budgets are then periodically reviewed and modified as necessary. To speed up and assure accuracy, they frequently use budgeting software and tools (Todosiichuk, 2020). Additionally, American nonprofits frequently involve their finance committees and board of directors in the budgeting process to give guidance and experience. Adopting budgeting methods enables non-profit organizations in the United States to manage their finances efficiently, make wise decisions, exhibit fiscal responsibility to funders and stakeholders, and strive towards long-term financial sustainability (Saković, Stojanović & Pamučar, 2021).

Kenyan nonprofit organizations are beginning to understand the value of budgeting as a key component of sound financial management. Although the amount of sophistication may range across various organizations, many companies create yearly budgets to plan and track their income and spending (Wanga, 2022). Adopting more sophisticated budgeting strategies may be difficult if you have limited access to financial management resources and training. In addition, the non-profit industry in Kenya is primarily dependent on donor financing, making income stream diversification essential to maintaining financial sustainability (Nyangau, 2020). In Kenya, initiatives are being undertaken to improve non-profit organizations' financial literacy and capacity-building, which will improve their capability to make wise financial decisions and guarantee long-term financial stability (Iswan & Kihara, 2022).

In Kisii County, non-profit organizations' capacity to maintain their financial sustainability is a top priority as they work to carry out their goals and tackle urgent social issues. The financial sustainability of nonprofit

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groups in Kisii is hampered by a number of factors, including as few funding sources, fierce competition for resources, and high operating costs (Oyaro, 2021). Many non-profits in Kisii are implementing budgeting strategies to successfully manage their money in order to overcome these obstacles. They create yearly budgets that list anticipated revenue and costs so they can keep tabs on their financial performance and make wise choices (Lavu & Maina, 2020). However, there is opportunity for development in the implementation of more complex budgeting procedures, such as the use of budgeting tools and software, frequent budget reviews, and including the board of directors and finance committees. Access to training and tools, as well as increased financial literacy, may help Kisii County's nonprofits improve their budgeting procedures and attain long-term financial sustainability.

The process of creating an organization's detailed financial strategy is referred to as budget planning. It entails establishing financial objectives, figuring out the resources required to reach those objectives, and distributing money to various projects or divisions within the company (Samouak, 2021). The identification of income sources, such as sales, grants, or contributions, as well as the calculation of costs across multiple categories, such as wages, operations, marketing, and capital investments, are all parts of budget planning (Karima, Saleh & Sarwono, 2021). To make sure that the resources allotted are in line with the organization's strategic goals, the budget planning process necessitates a detailed review of historical data, market circumstances, and organizational priorities. Organizations can anticipate and manage their finances with the help of effective budget planning, which also helps them reach financial sustainability and stability (Azike, 2020).

Financial sustainability is the capacity of an organization to preserve its long-term financial health and viability. To maintain continuous operations and the capacity to carry out its goal, it entails successfully managing financial resources, producing enough revenue, and limiting costs (Cheuk, 2021). Financial sustainability aimed to provide the groundwork for long-term development and influence, going beyond short-term financial stability. Diversifying financing sources, creating dependable revenue streams, astute financial planning, efficient cost control, and accumulating reserves or endowments are all part of it. Organizations may invest in strategic projects, weather economic fluctuations, adapt to changing conditions, and continue their operations in order to produce long-lasting social or environmental value by achieving financial sustainability (Oyaro, 2021).

The long-term viability and effectiveness of organizations are ensured by financial sustainability, which is of utmost importance. It offers companies stability and resilience, enabling them to deal with economic difficulties, financing variations, and changes in the working environment (Wanjohi, 2021). Organizations that are financially stable are better equipped to plan and use their resources wisely, make smart investments, and confidently carry out their missions (Naz et al., 2023). As it exemplifies prudent financial management and accountability, it promotes confidence and trust among stakeholders, including funders, partners, and beneficiaries. Furthermore, through bolstering current programs and initiatives, developing capacity, and investing in innovation and development, organizations with financial sustainability are able to bring about long-lasting change (Dagane & Kihara, 2021).

Financial sustainability is of paramount importance for non-profit organizations in Kenya as they strive to address social challenges and achieve their missions. These organizations face numerous challenges, including limited funding sources, rising operational costs, and the need to adapt to an ever-changing landscape (Nyangau, 2020). According to a 2021 report by the Kenya National NGO Board, only 12% of NGOs in Kenya are self-sustainable, while the remaining 88% rely on external funding. Non-profit organizations find it difficult to obtain the funding they need to maintain their operations, broaden their reach, and leave a lasting impression when there are no sustainable financial policies in place (Oluoch, K'Aol & Kosha, 2021). Their potential to invest in initiatives for growing capacity, infrastructure, and programs is hampered by a lack of financing. In order to maintain the long-term survival and efficiency of these organizations, it is also necessary to have a greater grasp of the elements that contribute to financial sustainability given the dynamic character of the non-profit sector in Kenya (Odhiambo & Njuguna, 2021).

In order to overcome the obstacles non-profit organizations in Kenya encounter and improve their financial sustainability, budgeting practices are crucial. Organizations may strategically allocate resources, match financial plans with organizational goals, and track financial success with the help of effective budgeting procedures (Omondi-Ochieng, 2021). Sound budgeting procedures as per Lavu and Maina (2020) may help non-profits increase their income, control costs effectively, and set aside money for unforeseen emergencies. Budgeting procedures also promote the qualities of accountability, transparency, and good financial management—all of which are essential for luring in and keeping the support of donors. Budgeting procedures offer a framework for companies to adjust to uncertainty, make knowledgeable decisions, and build a strong base for long-term financial sustainability (A'yun & Hartaman, 2021).

The link between budgeting practices and financial sustainability in the nonprofit sector has been examined in a number of empirical studies. In their study of budgeting procedures in non-profit organizations, for instance, Odhiambo and Njuguna (2021) discovered that organizations with more effective budgeting procedures had better levels of financial sustainability. Organizations with open and responsible budgeting processes were more likely to garner enduring donor support, according to Mutungi and Mbuva (2023), who examined the effect of budgeting policies on donor trust. Varghese (2021) also looked at how budgeting strategies affected non-profit organizations' capacity to adjust to shifting financing situations and found that those with flexible budgeting processes were more resilient and financially viable.

Despite the existing empirical research, there are still notable research gaps that warrant further investigation. First, the majority of previous studies have been conducted in different contexts, and there is a need to explore the specific challenges and dynamics of the non-profit sector in Kisii, Kenya. Further, there is a need for a deeper understanding of the specific budgeting practices that are most effective in enhancing financial sustainability in the Kisii, Kenya context. This proposed study aimed to fill these research gaps by investigating the effect of budgeting practices on the financial sustainability of non-profit organizations in Kisii, Kenya.

2. Research Objective

The general research objective was to establish the effect of budget planning on the financial sustainability of non-profit organizations in Kisii County, Kenya.

3. Research Methodology

To address the study's research problem, a descriptive cross-sectional research design was used. Descriptive research aimed to identify the occurrence of a phenomenon and its characteristics, such as what, when, or how it takes place (Cooper & Schindler, 2018). This design was suitable since it permitted the researcher to use quantitative data to determine the effect of budgeting practices on the financial sustainability of Non-profit organizations in Kisii County, Kenya using quantitative data. The target population of this study was all the 73 non-profit organizations in Kisii County, Kenya that have implemented projects in the last 3 financial years (NGO Coordination Board, 2022). Because the number of non-governmental organizations is small, the study used census method to study all the 73 non-profit organizations in Kisii County, Kenya. Questionnaires with closed-ended questions were used to collect data. The regression model below was used:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where: Y = Financial sustainability

α =y regression intercept.

β_1 = Model coefficient

X_1 = Budget planning

ε =error term

4. Results and Discussion

Out of the 66 questionnaires distributed to the target respondents 60 questionnaires were returned, which yielded a 90.9 percent study response rate.

The objective of the study was to establish the effect of budget planning on financial sustainability of NGOs in Kisii County. The descriptive statistics for Budget Planning based on the responses received is shown in Table 1 below.

Table 1: Descriptive Statistics on Budget Planning

Statement	**N**	**Mean**	**Std. D**
The budget planning process in our organization is comprehensive and involves input from relevant stakeholders.	60	3.79	1.07
Budgeted financial goals align well with the organization's strategic objectives and mission.	60	3.97	1.12
The budget planning process allows for flexibility to adjust financial allocations based on changing circumstances.	60	3.72	1.03
The budget planning process is transparent, and budget-related information is communicated effectively to all relevant parties.	60	3.90	1.08
There is a clear timeline and accountability for the completion of the budget planning process.	60	3.93	1.19
The budget planning process involves a thorough assessment of financial risks and opportunities.	60	3.78	1.31
Mean		**3.85**	**0.99**

The descriptive findings presented in Table 1 indicate that the respondents generally agreed on several aspects related to Budget Planning within NGOs in Kisii County. Specifically, they agreed the budget planning process in their organization is comprehensive and involves input from relevant stakeholders, with a mean score of 3.79 (SD = 1.07). Furthermore, they concurred that budgeted financial goals align well with the organization's strategic objectives and mission, as evidenced by a mean score of 3.97 (SD = 1.12). Additionally, respondents indicated agreement that the budget planning process allows for flexibility to adjust financial allocations based on changing circumstances, with a mean score of 3.72 (SD = 1.03). However, regarding the statement that there is a clear timeline and accountability for the completion of the budget planning process, respondents expressed agreement, with mean scores of 3.93 (SD = 1.19) for both aspects. Overall, the weighted average of 3.85 (SD = 0.99) suggests a general consensus among respondents that proper Budget Planning procedures are in place within NGOs in Kisii County.

Descriptive Statistics of Financial Sustainability

The study’s dependent variable was financial sustainability. The descriptive results are presented in Table 2.

Table 2: Descriptive Statistics of Financial Sustainability

Statement	N	Mean	Std. Dev
Our organization has a diversified funding base, including multiple sources of revenue (e.g., grants, donations, earned income, investments).	60	3.70	1.61
Financial planning in our organization considers both short-term and long-term financial goals for sustainability.	60	3.94	1.21
Our organization maintains adequate reserves to handle unforeseen financial challenges and emergencies.	60	2.73	0.87
Financial decisions in our organization are aligned with the organization's mission and strategic objectives.	60	2.72	0.81
Our organization regularly evaluates and adjusts its financial strategies to adapt to changing economic conditions.	60	3.04	0.95
We have effective financial management practices in place to control expenses and minimize financial risks.	60	3.14	0.82
Mean		**3.04**	**0.91**

The findings presented in Table 2 indicate a range of responses from the respondents regarding various operational aspects within NGOs in Kisii County. Firstly, respondents generally agreed that their organizations have diversified funding bases, including multiple sources of revenue (e.g., grants, donations, earned income, investments), with an average score of 3.70 (SD = 1.61). Additionally, respondents indicated financial planning in their organizations considered both short-term and long-term financial goals for sustainability, scoring an average of 3.94 (SD = 1.21). However, respondents were indifferent regarding if financial decisions in their organizations were aligned with their organizations’ mission and strategic objectives, which may indicate uncertainty about the efficiency of organizational processes, scoring an average of 2.72 (SD = 0.81).

Moreover, respondents expressed indifference regarding their organizations regularly evaluating and adjusting their financial strategies to adapt to changing economic conditions, with an average score of 3.04 (SD = 0.95). Furthermore, respondents agreed that their NGOs have effective financial management practices in place to control expenses and minimize financial risks, scoring an average of 3.14 (SD = 0.82). Lastly, respondents were indifferent regarding their organization maintaining adequate reserves to handle unforeseen financial challenges and emergencies, with an average score of 2.73 (SD = 0.87). Overall, the weighted average mean of 3.04 indicates that respondents were generally indifferent regarding the effectiveness of financial sustainability measures within NGOs in Kisii County. This suggests that there may be differing perceptions among respondents regarding the adequacy of existing financial sustainability strategies.

Correlation Analysis

Table 3 shows results of the correlation analysis.

Table 3: Correlation between Study Variables

	Y	***X₁***
Y	1	
X_1	$.741^{***}$	1

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

From the findings presented in Table 3, several conclusions can be drawn regarding the relationship between various factors and financial sustainability within NGOs in Kisii County. Firstly, Budget Planning (X_1) exhibits a significant and strong positive correlation with financial sustainability, indicated by a correlation coefficient of 0.741, which is statistically significant ($p < 0.01$). This suggests a robust and significant positive connection between Budget Planning efforts and the financial sustainability of NGOs in the area.

Regression Analysis

Table 4 below shows the regression output.

Table 4: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Sig**
1	**.852[a]**	**.725**	**.708**	**.000**

The model summary table above indicates a positive and strong overall correlation between the use of budget planning and financial sustainability within NGOs in Kisii County, as evidenced by the model correlation coefficient of 0.852. The model's ability to predict financial sustainability is demonstrated by the coefficient of determination (R square) value of 0.725, indicating that 72.5% of the variability in financial sustainability can be explained by managing budget planning, with the remaining 27.5% attributed to other unaccounted factors. Moreover, the significance statistic ($p = 0.000$) indicates that the model is statistically significant, further supporting its reliability and relevance in predicting financial sustainability within the context of NGOs in Kisii County.

Table 5 below on analysis of variance was also extracted to show the general relationship among the variables.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.416	1	22.416	140.1	.000[a]
	Residual	8.486	58	.146		
	Total	30.903	59			

a. Predictors: (Constant), X_1
b. Dependent Variable: ***Y***

The analysis of variance (ANOVA) presented in Table 5 demonstrates the significance of the model predicting financial sustainability within NGOs in Kisii County using budget planning. This significance is indicated by the calculated F-value of 140.1, which is statistically significant. Thus, it can be inferred that the model serves as a meaningful and reliable predictor of financial sustainability within NGOs in Kisii County.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t-stat	Sig.
		Beta	Std. Error	Beta		
1	(Constant)	0.677	0.431		1.571	.121
	X_1	0.142	0.093	0.159	1.523	.014

Dependent Variable: ***Y***

The data presented in Table 6 offers valuable insights into various factors impacting financial sustainability within organizations. The constant term, with a value of 0.667 in the regression equation, signifies the baseline level of financial sustainability present in the organization. Budget planning, as indicated by its coefficient ($\beta = 0.142$) and p-value ($p = 0.014$), shows a positive significant effect on financial sustainability. This suggests Budget Planning significantly predicts up to 14.2% of financial sustainability on its own, while holding other factors constant.

5. Conclusion

The overarching aim of this research was to explore how budget planning impacts the financial sustainability of NGOs in Kisii County, Kenya. Correlation analysis conducted in this study demonstrates a robust positive correlation between Budget Control and financial sustainability within NGOs in Kisii County. Regression analysis indicated that Budget Planning had a statistically significant positive effect on the financial sustainability of NGOs in Kisii County. This suggests that budget planning significantly impact financial sustainability alone. These findings underscore the multifaceted nature of factors influencing financial sustainability within NGOs. It is suggested that the NGOs prioritize robust budget planning practices.

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