

**THE SOCIAL MEDIA AND ORGANIZATIONAL PERFORMANCE  
AMONG CIVIL SOCIETY ORGANIZATIONS IN TANZANIA  
The Case of Policy Forum and Selected Member Organizations**

**Deus Costantine**

**M.A. (Development Management) Dissertation  
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The Case of Policy Forum and Selected Member Organizations**

**By**

**Deus Costantine**

**A Dissertation Submitted in Partial Fulfillment of the Requirements  
for Degree of Master of Development Management of the  
University of Dar es Salaam**

**University of Dar es Salaam  
October, 2013**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the University of Dar es Salaam a dissertation entitled *The Social Media and Organizational Performance among Civil Society Organizations in Tanzania, the Case of Policy Forum and Selected Member Organizations* in fulfillment of the requirement for the degree of Master of Arts in Development Management of the University of Dar es Salaam.

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Dr. Adalgot Komba

(Supervisor)

Date: -----

**DECLARATION**

**AND**

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**I, Deus Costantine**, declare that this dissertation is my own work and that it has not been presented and will not be presented to any other University for similar or any other degree award.

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**DEDICATION**

I dedicate this valuable work to my grandmother, the late Sami Kiteleja, beloved aunt the late Milemo Shirati, and my beloved parents Mr and Mrs Deus Shirati.

**LIST OF ABBREVIATIONS**

AIDS	Acquired Immune Deficiency Syndrome
CEO	Chief Executive Officer
CSO	Civil Society Organization
DSG	Dubai School of Government
EAC	East African Community
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IDS	Institute of Development Studies
INGO	International Non Governmental Organization
ITV	Independent Television
LGA	Local Government Authorities
NGO	Non Governmental Organization
OD	Organizational Development
PF	Policy Forum
POW	Production of Welfare
ROA	Return on Assets
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences
TGNP	Tanzania Gender Networking Program

TSN Technological Social Networking

TV Television

UNA United Nations Association

URT United Republic of Tanzania

USA United States of America

USD United States Dollar

WTO World Trade Organization



## **ABSTRACT**

The use of social media in organizational activities has been increasing in all parts of the world including Tanzania both for individual communication and for organizational information sharing with stakeholders. In most cases, organizations including Civil Society Organizations have become users of social media aiming at improving organizational performance.

The aim of this study was to assess the role of social media in organizational performance at Policy Forum and selected nine member organizations under Policy Forum. Data were collected by interviewing technical staffs particularly CEOs, advocacy and communication officers using semi- structured questionnaire as a main tool with closed and open ended questions. Descriptive analysis using Statistical Package for Social Sciences was used for data analysis to assess the role of social media in organization performance. Results revealed that CSOs used social media to a large extent and had policies on social media, the use of social media significantly contributed to organizational efficiency; it contributed to organizational effectiveness for organizations which used social media together with mass media (Radio and TV). Moreover, limited internet access, lack of technical competence on the use of social media and failure to control information flow were the main challenges facing CSOs using social media.

It was concluded that CSOs should regularly update their social media account, use social media together with other channels of communication such as mass media and also develop policies/strategies concerning the use of social media. CSOs should raise awareness and build capacity of their staffs on effective use of social media while the government should develop adequate network infrastructure for internet access across the country.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 General Introduction**

This chapter presents the general background of the study. It presents brief background information on the use of social media in order to see the origin of the problem. Furthermore, this chapter contains statement of the problem, the main and specific objectives of the study, research questions, and significance of the study as presented in the following sections.

#### **1.1 Problem Background**

Technological development refers to improvement in the ways that goods and services are produced, marketed, and made available to the public. Technology plays a central role in boosting income growth and reducing poverty, it stands at the centre of human progress and development accounting for much of the economic and social development of the past few centuries. It is assumed that technology will help meet the environmental challenges of the twenty-first century (Gurbiel, 2002).

It is further documented that technological progress is what makes the difference between fast-growing developing economies and slow-growing ones. An analysis by Gurbiel (2002) reports that Gross Domestic Product (GDP) had been growing faster in regions with high technological advancement than those with low technological advancement noting that GDP had been growing faster since the early 1990s in East Asia, South Asia, and countries in East Europe due to technological development while Latin America, the Middle East, and Africa remain with low GDP due to poor

technology as argued by Gurbiel (2002). It was technological advancement that led to the development of ICT Sector.

ICT refers to unified and integrated communication that include telephone lines and wireless signals, computers and their software, middleware, storage, and audio-visual systems, which enable users to access, store, transmit, and manipulate information (Melody *et al*, 1986). The ICT concept became a subject of concern among academic researchers in 1980s after it had been used in the Stevenson's report (1997) to the Government of the United Kingdom.

From 1980s after the discovery of web 2.0 technology, the use of internet has become one among the economic incentives by enabling huge cost savings from the use of telephone communication and postal letters. The web 2.0 refers to a group of websites designed in a way that creates a platform through which users of internet can interact amongst themselves by being able to share and exchange information through the use of internet (Lankshear and Knobel, 2007). Social media are among the online platforms that could possibly be created through Web 2.0 technology.

According to Kaplan and Michael (2010) social media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that creates highly interactive platforms through which individuals and communities share, discuss, and modify user-generated content (information). The history of social media started with SixDegrees.com which was founded in 1997 by a company known as MicroView (later named SixDegrees) in New York City (Boyd 2007). SixDegrees.com had socialisation features such as profile of friends and messaging. However, due to lack of users with extended online relationships and



little appeal to make new friends among users, the site closed around the year 2000 resulting from unsustainable business strategies among founders (Harrison and Thomas, 2009). The closure of SixDegrees.com did not mark the end of Social Media development but paved the way for other networks such as Friendstar.com, Myspace and Facebook to emerge.

Friendstar.com was founded by Canadian computer programmer, Jonathan Abrams in 2002 in California. Friendstar.com became prominent by attracting early users of social media communities, attracting music followers, pioneering bloggers and gay communities. Friendstar.com lost influence in Western countries in 2004 due to misbehaviours among its users which were symbolised by the emergence of users who provided incorrect information on their profiles in order to attract many friends, the loss of privacy and therefore trust among users and the site itself and the introduction of user fee (Kaplan and Michael, 2010). The Friendstar.com could not survive stiff competition from Myspace and Facebook. Friendstar.com was re-launched in 2011 whereby most of the users were from Asian countries. Myspace benefited from the failures of Friendstar.com. It came up with more features as compared to Friendstar.com; those features allowed users to have privacy in their communication, find friends and share some information with other users. Myspace generated a total of 580 million US Dollars as sales in 2005 making a global record in the history of social media (Kaplan and Michael, 2010).

Harrison and Thomas (2009) asserted that, while the income generated by Myspace widened the appeal of social media among organizations and individuals, its

association with scandals related to the stalking of minors, could not stand the new wave of cultural specific sites in Asia and Europe in particular. They further added that, the scandals ushered the final wave of social media to be traced from 2004 when Facebook appeared and spread from being a social media for Harvard University students to attracting many high school students. With the attractive features, Facebook has become a global social networking site connecting people from different communities and who engage in different activities.

Similar to Facebook, Twitter was created in March 2006 by Jack Dorsey and it was officially launched by July 2006 as a social networking site. Twitter has rapidly gained worldwide popularity with over 500 million registered users as of 2012, generating over 340 million tweets daily and handling over 1.6 billion search queries per day (Twitter Search Team, 2012).

In the beginning of social media use, the driving force was the need to establish interactive communication platform between individuals but literature demonstrate that social media use in organisational activities has increased. In development context, most NGOs are discovering the power of social media in reaching organisational goals. Social media is becoming useful in organizational networking, in sharing information within the organisation and outside the organisation to stakeholders and beneficiaries. For instance, United Nations Development Program (UNDP) is among the multilateral organizations that use social media in its communication with stakeholders in much more proactive and interactive ways than it could have been with the use of other communication channels such telephone,

postal letters, individual emails, radio and TV. Currently, there are many organizations with social media policies and are active on Facebook, Twitter, Youtube and Skype offering them an opportunity to engage with stakeholders and carry messages to larger audiences (Braskov, 2011).

Elytantawy and Wiest (2011), demonstrate that activists and organizations that defend people's rights can use the internet to initiate and organize a number of activities such as consumer boycotts, public protests and demonstrations. Apart from internet communication, other scholars such as Della *et al* (2005) expand the definition of social media by asserting that social media involve interactive online communication and short text Messaging Services (SMS). It should be clear that social media can mean different things to different people. However, there is an agreement on the interactive feature in communication between the message sender and the receiver.

Social media communication networks have been useful in organizing and implementing collective activities, for instance, in promoting a sense of community and collective identity among marginalized group members such as those infected with HIV/AIDS. This happens through forming strong online networks. Social media have emerged to become a powerful tool for mobilizing resources among CSOs as argued by Elytantawy and Wiest (2011).

Over the past 10 years, the use of social media has been shifting from individual use or communication into group use such as organizations. Both profit and non-profit organisations have been using social media in communication among themselves and

in communications between organizations and their stakeholders. Data reveal that commercial organizations do advertise some of their services through social media. In the year 2007, Facebook as the leading social media site had about 22,000 commercial organizations, accounts being visited by about 200 million visitors per month at global level (Freiert, 2007). Like commercial organizations, civil society organizations continue to rely on social media as a vehicle to their organizational goals and objectives under the current Information and Communication Technology (ICT).

According to Braskov (2011) there has been an increasing use of social media among East African non-governmental organisations (NGOs) whereby actors use socialization networks such as Facebook, Twitter and text messages for sharing information in organizations and projects. For instance, “*Not Here Project*” is among the projects that use social media in East Africa. The project is implemented using Facebook page and Twitter account whereby Ugandans are encouraged to report corruption cases so that the culprits are dealt with accordingly. Another example is the “*Chanjo Ya Rushwa Project*”. The project implementers created Facebook pages for people in Tanzania to report and discuss cases to do with corruption. *Chanjo ya Rushwa* Project aimed at raising people’s awareness and advocate for legal measures to be taken against those involved in corruption scandals.

The use of social media in organizational activities/projects has been increasing. This is evidenced by the presence of a significant number of organisations using Twitter, Facebook, You-tube and other social media networks. However, little is known about

the usefulness of social media in organizational performance particularly amongst CSO in East Africa or Tanzania in particular. Literature on social media to a large extent focuses on Western countries linking Social Media phenomenon to the works of corporate companies or private sector touching less on CSOs (Freiert, 2007).

While the use of social media has been gaining acceptance among CSOs beginning from the year 20008 onwards in East Africa and Tanzania in particular, less is known about social media and organizational performance among CSOs in Tanzania. It is high time we investigated the use of social media and its contribution in organisational performance among Civil Society Organizations in Tanzania.

## **1.2 Statement of the Problem**

There have been various initiatives to enhance the efficiency and effectiveness among organizations including use of various communication channels between organizations and their stakeholders, particularly the use of ICT for organizational efficiency and effectiveness. Social media are among the communication channels that organizations have adopted and started using in order to improve their performance. Despite the widespread diffusion and use of ICT and social media in the society and in CSOs in particular, it is not yet reported how and to what extent the social media have contributed to improvement of organizational performance. Neither is there a study that explicitly tackles the problem. This necessitates conducting a study that focuses on the role of social media in organizational performance.

### **1.3 Objectives of the Study**

#### **1.3.1 Main Objective**

To assess the role of social media in organizational performance among civil society organisations in Tanzania.

#### **1.3.2 Specific Objectives**

- i. To determine the extent of social media use in organizations' information sharing among civil society organisations and their stakeholders.
- ii. To examine the impact of using social media on organizational performance among civil society organisations in Tanzania.
- iii. To determine the challenges of using social media among civil society organisations in Tanzania.

#### **1.4 Research questions**

- i. To what extent are social media used in information sharing between CSOs and their stakeholders?
- ii. What is the impact of using social media in organisational performance among civil society organisations in Tanzania?
- iii. What are the challenges of using social media among civil society organisations?

#### **1.5 Significance of the Study**

This study is significant for practical pursuits. Social media have become a common place phenomenon. Their use has been increasing among the Civil Society

Organizations. This makes it important to conduct a study like this in order to contribute knowledge to different stakeholders who use social media and to the public at large. . The significance of this study is embedded in the understanding of the role of social media in organizational performance. The findings of the study will provide knowledge on the efficiency and effectiveness of the use of social media u among CSOs. Not to mention the fact that the findings will add useful information to the existing body of knowledge on social media. Also, the findings and suggestions contained herein will be of practical importance to stakeholders such as policymakers, development donors and academic institutions. Lastly, this study may be used as a reference point to scholars who are interested in media studies.

### **1.6 Chapter Summary**

This chapter has provided a general background to the problem in which the historical background of ICT technology and the development of social media are presented. The researcher presented the statement of the problem which justifies the study, objectives of the study, research questions and the significance of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter deals with literature review. It presents a definition of the key concepts used in the study and review studies about the use of social media in organizational performance. Under this chapter, the focus of the study is assessed from the global, to the local perspective so as to provide the broad understanding of the topic under investigation. The aim is to identify the knowledge gap.

#### **2.1 Conceptualization of Terms**

##### **2.1.1 Social Media**

Harrison and Thomas (2009) in their study, *Identity in Online Communities: Social Networking and Language learning*, define social media by referring to social networking sites which include, Facebook, Twitter, and Myspace. The two scholars found in their study that social media not only facilitate foreign language learning but help even forming new relationship among language learners beyond language learning.

According to Boyd and Ellison (2007) Social Media refers to web based service that allows individuals to do the following:

1. To construct a public or semi public profile within a well structured system such as Facebook groups and pages or privately owned Twitter accounts.
2. To articulate the list of other users with whom they share a connection.



3. To view and visit their list of connections and those made by others within the system

In this regard, profiles and network of friends that the user creates stand at the core of the Social Media (Online Networking Sites). Facebook as an example provides a sophisticated profiling system that allows users to create very detailed information about them and has a good level of privacy by determining what is to be made public. Social media were not meant to be a way that connects people who do not know one another but actually a social networking for socializing people who happen to have some relationships offline (Boyd and Ellison, 2007). There are several definitions by different scholars on social media. However, in this study, social media shall mean social networking sites including, among others, Facebook, Twitter, Skype and Youtube.

### **2.1.2 Organizational Performance**

Both profit making and non-profit making organizations do have performance indicators for different reasons. Whereas profit making organizations measure performance in order to rectify operations so that they are able to make more profit, in non-profit making organizations and in most cases CSOs, performance measurement is meant to maximize the impact that the organization has been making to the society in terms of fulfilling organisations' mission. Despite the fact that most of the CSOs do not produce material goods nor provide services directly to the people, rather influence some decisions that indirectly affect lives of the people in a

positive way, it is of great importance for CSOs to measure their performance in order to improve more on their activities (Euske, 2003).

Doyle and Stannack are two scholars who each approach the concept of organisational performance differently from one another. Stannack argues that experts in organisational issues do use the term performance to refer to a number of indicators such as input efficiency, output efficiency and in some cases transactional efficiency. Further, Doyle (1994) argued that, no single approach can be used to measure organizational performance in all situations because organizations do adopt different approaches and change some of their objectives from time to time as they deal with issues which keep on changing.

Galbraith and Scendel (1983) support the use of Return on Assets (ROA), return on equity (ROE), and profit margin as the most common indicators that can be used to measure organizational performance. ROA is derived by dividing net income of the fiscal year with total assets. Return on Equity (ROE) means the amount of net income returned as a percentage of shareholders equity. It measures a corporation's profitability by revealing how much profit a company generates with the money shareholders has invested (Galbraith and Scendel, 1983).

Zou and Stan (1998) came up with a different perspective on organizational performance indicators. The two scholars argue that many organizations do forget to consider non financial indicators when looking at organizational performance but over-emphasizing the financial criteria. As per Zou and Stan (1998), performance

indicators are supposed to reflect the strategies and goals of the overall organization making it possible to measure both financial and non financial performance of an organization.

Zou and Stan (1998) came up with seven categories of performance indicators that could be used to measure both financial and non financial performance of organizations based on the empirical literature that was available between 1987 and 1997. For the case of financial/profit indicators, the two scholars listed indicators such as rate of sales in terms of services provided or products sold and amount of profit that the organization could make and growth in terms of business capital. Regarding indicators for measuring the non-financial aspect of organizational performance, two indicators were identified; one is perceived success by those in the organization that is founders, managers and other staffs, the other indicator is the feeling of satisfaction and goal achievement by actors within the organization. The two scholars stressed that financial or profit indicators are more objective and easy to measure because they can be quantifiable compared to the non-financial indicators which are more subjective and qualitative in nature (Zou and Stan, 1998).

For each of the above approaches on organizational performance by scholars, it is important to note that organizations operate under different contexts and have different objectives; hence require different indicators for performance assessment. In this study, however, indicators of organizational performance refer to cost efficiency (finance, human and time) against achievement and the capability of organization to effectively communicate with its stakeholders.

### **2.1.3 Civil Society Organization**

Bratton (1994:3) put it more succinctly that “civil society comprises a collectivity of those social organizations that enjoy autonomy from the state, not being part of the state or created by it and have one important goal, among others, to influence the state on behalf of their citizens”. The Tanzania Non-Governmental Act of 2002 borrows much from the Bratton (1994) definition. The legislation; thus defines civil society as a voluntary grouping of individuals or organizations, which is autonomous, non-political and no-for-profit sharing; organized locally at the grassroots level, nationally or internationally for the purpose of enhancing the legitimate economic, social and/or cultural development or lobbying or advocating on issues of public interest or interest of a group of individuals or organizations (URT, 2002: 9).

In this study, civil society organization refers to social organizations which lie beyond the household level, autonomous from the government, not for profit making and which are established to promote voluntary association for people with common interest to pursue their agenda. Civil society must also not be part of the political realm since political parties do have interest to take state power.

## **2. 2 Models for Organizational Performance Measurements**

Both profit making and non-profit making organizations do have performance indicators for different reasons. Whereas profit making organizations measure performance in order to rectify operations so that they are able to make more profit, for non profit making organizations and in most cases CSOs, performance measurement is meant to maximize the impact that the organization has been making

to the society in terms of fulfilling the organisation's mission. Despite the fact that most of the CSOs do not produce material goods nor provide services directly to the people but rather influence some decisions that indirectly affect lives of the people in a positive way, it is of great importance for CSOs to measure their performance in order to improve more on their activities (Euske, 2003).

### **2.2.1 Strategic Performance System Measurement**

It is emphasized in literature that organisations should have a performance measurement system because it is such a measurement system that can help the organization in developing strategic plans and in assessing the realization of goals and objectives. The scope of performance measurements for organizations should not be limited to the traditional model that puts emphasis on cost accounting alone (Ittner and Larcker, 1998).

According to Kaplan (2001) performance measurement based on traditional cost or management accounting system that was introduced in the early 1900s is not suitable in today's business environment anymore and is most irrelevant in Civil Society Organizations. The traditional performance is, therefore, subject to critique due to its over reliance on financial data. Furthermore, organisational performance should focus on assessing intangible assets (for example, customer relationships, innovative products and services, high-quality and responsive operating processes), which are non-financial in nature, rather than managing tangible assets (such as fixed assets and inventory), which are financial in nature. Therefore, the changing nature of value creation complicates the performance measurement process when the performance

measurement systems are not kept abreast with this latest phenomenon (Kaplan, 2001).

It was out of the critique of the traditional financial cost accounting performance indicators that led to the development of new performance measurement systems called Strategic Performance Measurement Systems (SPMS). According to Chenhall (2005) a distinct feature of these SPMS is that they are designed to inform practitioners on both financial and non-financial measures covering a wide range of issues which once combined together may provide a way of translating strategy into a coherent set of performance measures (Chenhall, 2005).

In a similar vein, Burns and McKinnon (1993) argued that the use of multiple performance indicators comprising financial and nonfinancial indicators is generally the most fair to both internal and external stakeholders in any organisation. The multiple performance indicators have the added advantage of providing enhanced improvement to the organisation in dealing with the consequences of uncontrollable outside events.

Furthermore, Chenhall (2005) puts it clear that it is the integrative nature of SPMS that provides the organization with potential information to enhance organization's strategic competitiveness. In addition, evidence shows that non-financial performance indicators can be best combined with financial performance indicators to come up with the best organisational performance measurements model in a competitive environment in which organizations operate (Chenhall, 2005).

### **2.2.2 The Balanced Scorecard**

Kaplan and Norton (1992) developed the so called Balanced Scorecard for performance measurements among non-profit making organisations. The balanced scorecard puts at the top of organizations' mission and objectives in measuring organizational performance. It focuses on outcomes in terms of the outcome results to have been realised through the works of the organization, rather than on the activities being implemented. Under the balanced scorecard approach, activities are perceived as a vehicle to create impact on mission and objectives and not end results. The two scholars (Kaplan and Norton, 1992) recognize the difficulties in measuring the outcome resulting from organisational activities. Moreover, if the organisation is not assessed through work inputs, it becomes difficult to gain information about the organizational capacity. Kaplan and Norton (Ibid) recognized the multidimensional nature of stakeholders for not for profit making organizations and came up with two categories of stakeholders. There are those who receive services for free and those who pay to receive services. The reason for separating stakeholders in those two categories is that those who provide financial support to organizations are usually not those who directly benefit from the services provided (Kaplan and Norton, 1992).

In addition, the successful implementation of the Balanced Scorecard needs management support by implementing convenient and clear strategies. Communicating with all individuals within the organizations is central for the framework to enable organization improve performance. Moreover, failures are caused by managers' inability to implement the Balanced Scorecard framework and not on disabilities in the framework itself (Kaplan, 1996).

### **2.2.3 The Production of Welfare Framework (POW)**

Kendall and Knapp (2000) present a framework for measuring performance in not for profit making organizations named *The Production of Welfare Framework*. Under the POW framework, performance is measured by assessing three indicators. The first indicator is outcome of an intervention/project which means that organizations should assess its performance in terms of what changes have been brought through its projects or activities. The second indicator according to POW resource input focuses on financial, material and human resources that the organization invested in its activities to peruse their objective which is normally measured against organizational achievements. The third and last indicator under POW framework is perception of organizational success and achievement of people within the organization and perceived success of the organization by stakeholders particularly those regarded to be beneficiaries by an organization.

The POW framework categorizes the context within which organizations operate into two main categories, the meso context and macro context. The meso context refers to the internal social environment of the organization which includes culture with the organization, institutional frameworks and regulations, employees' relation and behaviours and other internal affairs. On the other hand, the macro context refers to external environment within which the organization operates, it is the social, economic, legal, political, and technological conditions that affect the not for profit organizations whereby organizations have no control over them. The PWO framework presents eight performance measurement indicators which are financial issues, effectiveness, choice/pluralism, efficiency, equity, participation, advocacy



and innovation. It is observed that not every mentioned indicator would be relevant for each not for profit making organization regarding differences in the context within which a particular organization operates (Kendall and Knapp 2000).

### **2.3 Theories on Social Media**

The first theory is *Media and modernity theory* by Thompson (1995). In this theory, it is argued that, the development of communication media from its early days of print to recent days of electronic communication was part and parcel of the rise of modern societies. The development of different forms of media for communication can be understood by being examined within a specific development context of particular place at a particular time. It involves consideration of technological advancements, changing of the culture of the people from primitive to modernity stage, change in income, education level and other social economic variables. The theory further argues that, we must look into communication media and their impact if we wish to understand the nature or institutional characteristics of modern societies. For instance, print media started to spread during the early days of its development due to factors such as urbanization, industrial development, technological advancement, and increased number of elites by 1500s (Thompson, 1995).

The central argument is that the nature of communication media is a reflection of modernizing development processes or stages that a society would have reached. In view of this theory, social media is a result of modernizing ICT that influences organisation and individual communication; it is a result of the relationship between

technological advancement and changing global culture of communication and relating beyond national state boundaries.

Thompson (1995) major assumption is subject to criticism due to the fact there are circumstances under which the development of social media or media in general cannot be determined by level of modernity alone but rather interplay of many factors such as technological transfer from one country to another, supportive government policies on media and global economic transactions.

Another theory on social media is the so called “*Resource Mobilization Theory of Social Media*” by Eltantawy and Wiest (2011). The theory borrows from the work of scholars on resource mobilization theory such as Buechler (1993 and Jenkins (1983) which states that resources such as time, money, organizational skills, and certain social or political opportunities are very central toward success in any social movements. The theory argues that social media can mobilize those scarce resources something which would not have otherwise happened. Proponents of the Resource Mobilization theory of Social Media draw an example from the Arab spring social movement in Egypt and Tunisia in which social media were used to mobilize many people for demonstrations, to seek political support from individuals and organizations. The Arab spring put in a record on how social media such as Facebook and Twitter can be resourceful in mobilizing people whereby about 70% had access to social media and were being mobilized to participate in anti-government movements in Egypt (Eltantawy and Wiest, 2011).

## **2.4 The Use of Social Media**

According to DSG (2012), there has been an increasing use of social media by individuals and organizations at a global level. Among organizations, social media have become more than just a tool for external communication. Literature indicates that social media are becoming integrated into development projects and it is used by organizations in partnership building with other organizations (Braskov, 2011). The following sub-sections present a review of literature on the use of social media by both organizations and individuals.

### **2.4.1 Individual Use of Social Media**

According to the Dubai School of Government (2012) there has been an increasing social media use throughout the year 2012 at global level. It is reported that Facebook is the leading social networking site that had over 901 millions “monthly active users” worldwide by the end of March 2012 of which 500 millions accessed Facebook through their mobile phones. In addition, 500 million users who login daily and 80% of all users (901 million) were located outside North America (DSG, 2012). Twitter had reached about 500 million users globally by the end of February 2012 while LinkedIn was becoming the world’s largest professional social network by March 2012 (DSG, 2012).

At the global level, there have been an increasing number of individuals who use social media for personal communication. The available statistics demonstrate the way social media have been spreading at the global scale. Data indicate that by the year 2007, there were 700 million users of Facebook representing 10% of the world population. Out of 700 million (Facebook users), 209 million were from Europe, 168

million were from North America, 153 were from Asia, 90 million were from South America, 50 million were from Australia and 30 million were from Africa (Cachia, 2008).

Furthermore, data reveal that, Europeans spend substantially less time on social media if compared with other regions like Latin and North America. Social media users in Europe spend an average of 181 minutes per month on social media websites. The average of hours spent by Europeans on social media is less than the average time which was estimated to be 204 minutes per month. Studies reveal that, in Latin American, users of social media spend most time on social media, with an average of 375 minutes per month. Data on time spent on social media by African and Asians were not presented in the referred study (Cachia, 2008).

A study by Novelli (2012) focussed on the use of social media among individuals in Tanzania. The study reported that up to the end of the year 2011, there were about 426, 360 Facebook subscribers in Tanzania where 72% of them aged between 18- 34. Novelli (2012) found out that 70% of Facebook users were male and the remaining 30% females. The study asserts that male young people are more educated and have high access to technological devices in Tanzania as compared to other social groups; hence making a high percentage of social media users (Novelli, 2012).

#### **2.4.2 Social Media Use among Organizations**

There has been an increasing use of social media by NGOs and Government agencies in their developmental programs and projects across the globe. During the Arab spring, social media were used to the extent that anti-government movements, the

one against the former president Hosni Mubarak in Egypt and the other against former President, Ben Ally in Tunisia were named Twitter and Facebook revolutions. In connection to this, many CSOs are discovering the power of social media in influencing change by forming networks among organizations with common objectives and interests and lobbying for support from their stakeholders (Eltantawy and Wiest, 2011).

An American research agency called Khale Research Solutions Inc, conducted a study on social media use among organisations which deal with Mentorship programs for the youth in 2011. The study was conducted under the so called Mentor Michigan Census (MMC), an umbrella organisation of NGOs that deal with mentorship programs in Michigan. The study reported that more than 80% of the organisations had been using some form of social media in their day to day organizational activities. Furthermore, results revealed that Facebook had been used by 68% of the interviewed organizations in order to reach their beneficiaries.

Burford (2011) in a study titled *the use of Social Media in the Work Practices of Information Professional* considers social media as blogs which target a specific social group sharing same interests. The study reports that there has been an increasing usage of social media within organizations in fulfilling their information and communication goals. For instance, many corporate companies use Facebook and Twitter accounts to market their products to their customers whereas non-profit organizations use social media to share information to their stakeholders.

Trends on social media development from developed countries have had an influence on other parts of the world including East Africa. In Kenya, the iCow is an SMS and voice- based mobile phone application that was designed for small scale dairy farmers to help them trace the oestrus of their cows as it gives them tips on cow breeding, animal nutrition, milk efficiency and gestation (Braskov 2011). Ushahidi (testimonial) is another mobile phone application that was developed as a chaos unfolding in Kenya as a result of media biasness on the after 2007 election violence, it was difficult to access accurate information on media on the violent incidents in Kenya (Rao, 2011)

Tanzania is also not an island in the phenomenon of social media. A study by O'Rourke (2010) revealed that organisations had been using social media to promote dialogue and meaningful interaction between organizations and their stakeholders. The use of social media has become a priority area for organization information sharing because it is possible to influence social change particularly but not limited to issues that target young people.

## **2.5 Advantages of Social Media**

The use of Social Media among organizations and individuals has many advantages. In this part, some of these advantages of using social media among CSOs are presented hereunder.

### **2.5.1 Connectivity**

With the increasing use of social media, people in different parts of the world have become connected through social media networking sites. It is revealed that the

existence of social networking sites has facilitated communication connecting people with relations outside social networking sites and those who did not have relationship but met on Facebook, Twitter or Skype. In less than five years, those social networking sites have grown from a niche of online community into a platform through which tens of millions of internet users are connected both in their leisure time, and at work (Cachia, 2008).

### **2.5.2 Lobby for Support**

In literature, there is evidence that even international development agencies such as UNDP, have social media policies and are active on Facebook, Twitter, and Youtube. This creates an open platform to communicate with their potential stakeholders mostly likeminded organisations and individuals that can give support in development initiatives. However, social media present new communication challenges and because it is new to many development agencies and organizations, it has not been easy for organizations to cope well with the new social media communication portfolios (Uimonen, 2011).

### **2.5.3 Effective Mobilization Tool**

Scholars like Eltantawy and Wiest have pointed out that social media as a new communication technology include Short Messaging Services (SMS), social-networking sites, and blogs being important new resources for the successful mobilizing and organizing social movements. Social media have been successfully applied in organizing and implementing collective activities and promoting a sense of community and collective identity among marginalized group members. It creates

less-confining political spaces, enabling mobilization of social movements, and publicizing causes to gain support from the global community. As an example, in 1999 people protested against the World Trade Organization (WTO) in Seattle whereby social media became an effective mobilization tool bringing together tens of thousands of protesters who confronted WTO delegates (Eltantawy and Wiest, 2011).

## **2.6 Challenges Facing Organizations when Adopting Social Media**

Various challenges exist in the adoption and use of social media in organizations. Under this section, these challenges are divided into two categories: internal challenges, consisting of communication challenges within an organization, and external challenges, which typically relate to organization's image, brand or external relations. While several studies have been conducted on the topic of challenges faced by organizations during the adoption and use of various organizational communication channels, very few of them relate directly to the challenges of social media adoption and use. For this reason, the following sections present a review of studies about adoption and use of social media, Web 2.0 and managerial information systems (IS) in general.

### **2.6.1 Internal challenges**

Fuchs-Kittowski *et al* (2009) identify a number of internal barriers to the adoption of Web 2.0 technologies and applications in organizations. They show that the most important of them is the fact that cost-benefit analyses do provide unclear results. This is because calculating cost reduction resulting from new technologies is easy.



However, future financial benefits are often uncertain. Similarly, Fuchs-Kittowski *et al* (2009) believe that Web 2.0 projects are rarely given high priority by top management, and that the use of Web 2.0 technologies can be seen as a potential source of distraction for employees.

The above argument is in agreement with the analysis of 33 social media policies collected by Papworth (2009), which indicates that the main internal challenge perceived by organizations when adopting and using social media is that of how employees use their working time on social media. Based on Papworth (2009) several organizations express concerns over employees using social media more for personal than organizational purposes whereby 30% of the organization's guidelines analyzed referencing working time use in some way. Mentioned as an example, IBM's social media policy goes as far as to request that employees "don't forget their day job" (IBM, 2009).

Another perceived internal challenge to the adoption and use of social media is organization's culture particularly for cooperate companies. Fuchs-Kittowski *et al.* (2009) believe that the Web 2.0 mentality is rarely seen as conforming to a company's prevailing organizational culture. This is believed to be the primary reason behind why management and employees are initially often skeptical about adopting it for doing business.

Li (2010) states that the major internal challenges in the use of social media by organizations can be divided into two categories: system problems (such as incompatible databases), and bureaucratic problems (such as restrictive company

policies). The scholar points out that the biggest obstacle to the use of organizational social media is likely to come from efficiency concerned with managers. According to Li (2010), middle managers are likely to be unwilling to allocate resources to initiatives such as social media, and may be worried by the power that employees can make by creating close relationship resulting from increased social networking and information flow that social media enable.

While some of the challenges faced by organizations embracing the use of social media are new, it is also worth noting that that many of these challenges have been seen before in other contexts. Thus, the challenges faced by organizations when adopting other types of managerial Information Systems (SI), such as electronic communication, can also be applied to the adoption and use of social media.

For example, Farhoomand et al. (2000) identify internal challenges in the adoption of electronic communication as technical issues such as the lack of adequate infrastructure, and organizational issues such as resistance to change, negative attitudes, lack of knowledge and lack of management commitment and economic issues such as cost justification. Added to that, Strom et al. (2002) list internal challenges in electronic commerce adoption as a lack of knowledge or awareness within the organization, and resource limitations.

The above challenges are also facing the use of social media in organizations: although infrastructure for social media is typically easily available, organizational resistance and the justification of costs and resource usage are still relevant issues of major concern (Strom et al., 2002). Furthermore, it should be noted that many of the

internal challenges faced by organizations in the process of adopting and using social media are quite similar to those found in earlier studies related to the adoption of electronic system such as e-commerce, as well as other types of managerial information systems.

The earlier noted challenges do not, however, cover all the aspects of social media, and so there is a demand for determining the challenges faced by organizations in social media adoption and use. Also, as Raeth et al. (2010) point out, the adoption of social media differs from organization's adoption of other systems in two ways: in the roles performed by management and the Information Technology (IT), and in the amount of attention paid to the users, data and technology of the implementation process.

### **2.6.2 External challenges**

External challenges such as those related to organization's image, brand or external relations, are also present in the adoption and use of social media in the organizational context. For example Fuchs-Kittowski et al. (2009) consider the most important of these to be a perceived lack of control over content in social media and its reflection on organization's brand image, coupled with perceived high security risks related to Web 2.0 applications.

Similarly, the analysis of 33 corporate social media policies collected by Papworth (2009) indicates that the primary external challenge related to social media adoption and use in organizations is the organization's reputation management. Reputation

was mentioned in 100% of the analyzed social media policies, with the primary concern being that employee's status updates, tweets or blog posts might have a negative effect on the company's reputation. This observation is also reflected in Cox et al. (2008) study, which states that employee blogs limit the control that the organization has on information, and that employee blogs have the potential to damage the organization's brand.

Similar to internal challenges, external challenges to social media adoption also share several traits with the challenges faced by organizations in other contexts, such as e-commerce adoption and use among corporate companies. For example, Farhoomand et al. (2000) classify external challenges to electronic commerce into three groups: political issues such as limited access to the internet in certain parts of the world, cultural issues such as resistance to online shopping in certain areas and legal issues such as the acceptance of electronic signatures worldwide. While the examples used are not directly applicable to the context of social media, the classifications behind them still apply: limited or restricted internet access still limits the use of social media in some parts of the world, for example, and new legal issues such as privacy management and the use of social networking in recruitment have emerged in the field.

Li (2010) believes that the primary external risks related to organizational social media adoption and uses are related to the lack of guidelines and monitoring in social media services. According to Li (2010), guidelines are essential in controversial situations, as they make it easier for managers to recognize problems and turn to

advice for potential next steps. Li (2010) also believes that organizations need to clarify how discussions on social media services are monitored, and that it is important to reach an agreement on how information and responsibilities should flow.

In view of the preceding discussion it can be concluded that several types of challenges exist in the adoption and use of social media in organizations. These challenges can be divided into two broad categorizations including internal and external challenges. The following section outlines theories on the media and social media in particular.

## **2.7 Knowledge Gaps**

In the reviewed literature, the contribution of Social Media seems to be more associated with profit making organization forgetting the CSO, non-profit making which have also become major users of Social Media. In connection to that, literature on organizational performance have also been very much focused on financial aspect which is more relevant for profit making organizations especially in improving productivity to meet needs of their customers. The gap in literature is even more significant as more literature was so centered in the Western developed countries to a limited extent touching on South Africa and North Western Africa such as Egypt and Tunisia in Africa. There is scanty literature on social media Usage in Organizational performance among CSO in East Africa and Tanzania in particular. Little is known about how social media contributes to organizational efficiency and effectiveness

and therefore this study intends to investigate the use of social media and organizational performance.

## **2.8 Chapter Summary and Conclusion**

This chapter has presented the conceptualization of key terms encompassing definitions of social media, Civil Society Organization (CSO) and organizational performance. Review of studies on social media at individual and organizational level, advantages of social media, challenges for adoption and use of social media in organizations and their views are presented in this chapter. Furthermore, the Chapter has presented a review of theories on social media as well as a review of different models used in organizational performance measurement. The literature gap was identified. The chapter is therefore important part of this thesis as it brings in different perspectives from other studies which were conducted with other people in different contexts with different objectives around social media or organizational performance which helped in defining the direction and focus of the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This Chapter deals with research methodology. This is an important part of the research which justifies the reliability and strength of the data that were collected in the field. The Chapter presents the description of the study area, the research design, samples and sampling procedures, type of data and method used during data collection, data analysis both qualitative and quantitative data, consideration of ethical issues, validity and reliability of the data as in the following sections.

#### **3.1 Description of the Study Area**

The study was conducted in the city of Dar es Salaam in its three municipalities; Kinondoni, Ilala, and Temeke. As reported in the official census of 2012, Dar es Salaam Region has a population of 4,364,541 (URT, 2012). Though Dar es Salaam lost its official status as a capital city, it remains the locus of the permanent central government bureaucracy, continuing to serve as the Capital city of Tanzania.

Dar es Salaam is Tanzania's most important city for both business and government affairs. The city has a high concentration of trade, services such as education, communication, tourism and production of manufactured goods as compared to other regions of Tanzania. Downtown Dar es Salaam there are many small businesses, many of which are mostly owned by Tanzanians with Asian origin.

Internet services have been available in Dar es Salaam since 1995 but there was no fibre connectivity available to the Internet backbone till 2009 when the SEACOM and easy fibre projects were implemented in 2009 and 2010 respectively bringing internet connectivity to Tanzania at lower latency and lower cost.

The choice of the study area was due to a consideration of a number of reasons. The first reason is that most of the CSOs are concentrated in Dar es Salaam as reported by Kiondo (2000). Also from that, Policy Forum as an umbrella organization under which members were selected for a study is located in Dar es Salaam and more than 50% of its member organizations are located in Dar es Salaam region. The researcher was also aware of the fact there is high internet access in Dar es Salaam city as compared to any other region in Tanzania. Being the capital city of Tanzania, Dar es Salaam has a population of people who are well informed and knowledgeable about the social use of social media for individual and organizational communications, hence making Dar es Salaam a relevant area of study for this topic.

### **3.2 Research Design**

This study used a cross sectional research design. Cross sectional Research Design is applicable where either the whole population or subset of the study population is selected from which data is collected to answer questions of interest in a study. It is called cross sectional because the study intends to find out what is going on about the phenomenon at the time of study (Pine *et al*, 1997); the choice of this research design was due to the nature of the study. This was due to the fact that social media use among CSOs is a recent phenomenon and it is surrounded by a number of changing



factors which means that today's findings cannot be the same with other findings in the future. Cross sectional research design is most appropriate research design for studies whose aim is to find out about the phenomenon at a given particular time.

However, the researcher was aware of the limitations of the cross sectional research design as the same applies with other study designs. The main limitation is that cross sectional research design does not enable the researcher to describe the phenomenon in a sequential series, and put clear about the past, present and give projections on a phenomenon being studied. Another limitation is that cross sectional research design might have bias especially when using purposive sampling (Pine *et al.*, 1997).

Given the above identified short comings, the researcher came up with mitigation strategies of using secondary data to track the sequential development of the phenomenon. Data from secondary source such as reports, journals, articles, books and websites on social media were referred in order for the researcher to trace the historical background of the research topic as per requirements of this study.

### **3.2.1 Approach**

This study is qualitative in nature. However, it contains some quantitative data. The research intended to bring the understanding of the perspectives and subjects of the study on the social media and organizational performance. This means that most of the collected information was qualitative though to some extent were complimented by quantitative data.

### **3.3 Population of the Study**

This study targeted technical staff members from Policy Forum and the 9 selected member organizations. More specifically, the study targeted Chief Executive Officers (CEO), staffs from communications and advocacy units who worked at PF and in the nine (9) selected member organizations.

### **3.4 Sample Size and Sampling Procedures**

This study involved Policy Forum and its 9 member organizations. Policy Forum is a network of NGOs incorporated as a non-profit company under the Companies Act of 2002. It started operating since 2003 and it has been operating as a network of NGOs working together to influence policy issues. Currently, the organization has over 100 member organizations which are non-governmental organizations registered in Tanzania.

Members of Policy Forum who were involved in the study includes; Action Aid, Oxfam, Sikika, Tanzania Gender Network Program, Twaweza, United Nations Association, HakiElimu, Kepa, and Agenda Participating 2000. According to the directorate of members under Policy Forum, there are about 61 members organizations in Dar es Salaam which makes 62 including Policy Forum itself. The 62 organizations were grouped under five major categories based on their areas of specialization. Those areas of specialization are Governance and Development (33), education (6), Gender and Women development (9), Environment (8), and Health (6). The table below presents the representation of the sampled organizations

**Table 1: Sample Size Description**

<b>S/N</b>	<b>Area of specialization</b>	<b>No of organisations</b>	<b>Percentage</b>	<b>No of Participating Organizations</b>
1	Governance and Development	33	53%	5
2	Education	6	10%	1
3	Gender and women	9	15%	2
4	Environment	8	12%	1
5	Health	6	10%	1
<b>Total</b>		62	100%	10

Table 1 above indicates that there were more members from Governance and Development organizations (53%). Members from other areas of specialization such as education, gender, environment and health are few (between 10%- 15% for each category) compared to Governance and Development. The sample of this study was 42 respondents. Four (4) respondents were selected from each participating CSO whereas 6 respondents were selected from PF as presented in table 2 below.

**Table 2: Number of Respondents from Participating Organizations**

<b>S/N</b>	<b>Participating Organization</b>	<b>Number of Respondents</b>
1	Action Aid Tanzania	4
2	Agenda Participation 2000	4
3	Hakielimu	4
4	Kepa Tanzania	4
5	Policy Forum	6
6	Oxfam	4
7	Sikika	4
8	TGNP	4
9	Twaweza	4
10	United Nations Association	4
<b>Total</b>		<b>42</b>

The study applied purposive sampling procedure. Purpose sampling refers to the situation whereby researcher chooses the sample based on who his/she think would be appropriate for the study, it is used primarily when there is a limited number of people that have expertise in the area being researched. In the selection of both participating organizations and respondents the researcher saw the need to use purposive sampling due to the nature of the study. In order to come up with a good list of participating organizations, the researcher conducted an interview with respondents from the Policy Forum that helped the researcher to come up with 9 CSOs, members of Policy Forum. From each of the nine (9) PF member organizations, the researcher requested a list of technical staffs and their positions in those organizations. From the lists of staff members submitted to the researcher, CEOs and staff members from communication and advocacy departments/units were selected to be respondents for the study.

### **3.5 Types of Data and Methods Used**

Both secondary and primary sources of data were used in this study. On the one hand, primary data were obtained through interviews and self administered questionnaires. On the other hand, Secondary data were obtained from review of available documents on the topic. Published materials such as journals, books, articles, reports, websites and other sources were consulted to obtain secondary data.

### **3.6 Data Collection Methods and Instruments**

The study used interview and questionnaire to collect primary data. These methods were used sometimes together to ensure checks and balances as they complement one another. The use of both interviews and self administered questionnaires was meant to ensure validity and reliability of the collected data.

#### **3.6.1 Questionnaire**

A questionnaire is a series of questions asked to individuals to obtain useful information about a given research topic. During data collection in this study, self administered questionnaires were used to collect data. The respondents filled in responses on behalf of their organizations. The study used both closed and open ended questions. The questionnaire provided information about the extent of social media usage in organizational information sharing, types of social networking sites being used in organizational activities, and the impact of social media to organizational performance and the challenges of social media use among CSOs. Questionnaires were administered to respondents who were technical staffs from the participating organizations mostly from communication and policy advocacy

programs/departments. The researcher printed and distributed the copies of questionnaires for respondents of each participating organizations. Some of the questionnaires were filled in the presence of the researcher for clarifications. However there were situations in which the respondents did not have time and hence asked the researcher that they take their time to fill in the questionnaires in their private time and called the researcher over the phone whenever there was something to clarify.

### **3.6.2 Interview**

Interview can be structured or unstructured. Due to the nature of this study, the researcher used both structured and unstructured interviews for data collection. This kind of interviews contained questions which sought to investigate the respondents' perceptions. For instance, their perceptions of the type of social networking sites being used in organizational activities, groups of stakeholders reached through the use of social media and challenges associated with social media usage. Interview questions were in English since the respondents were fluent in that language although there was a room for using either English or Swahili during discussion between the researcher and respondents.

The researcher conducted interviews with CEOs and heads of Communication and Advocacy departments. Face to face interviews were conducted in the offices of the respondents and were recorded by a tape recorder and by way of notes taking given the consent of the respondents.

### **3.7 Secondary Data**

Secondary data were obtained from social networking sites that CSOs use in sharing organizational information. Reports on organizational communications/information sharing were referred. Articles, journals, books and other published researches on CSO and social media usage were also referred by the researcher during as major source of secondary data. Information such as policies and strategies on social media use among organizations, financial budget for communication activities, trends on social media followers among the participating organizations, efficiency resulting from social media use among participating organizations were among the information collected through secondary sources.

### **3.8 Data Analysis**

#### **3.8.1 Quantitative Data Analysis**

In this study, the computer data analysis soft ware; Statistical Package for Social Sciences (SPSS) was used to derive descriptive statistics, frequencies, percentages and making cross tabulations of variables to check the relationships. Quantitative data were presented in tables and were analysed quantitatively.

#### **3.8.2 Qualitative Data**

Information generated from interview in the field, were used to back up the quantitative data collected from questionnaire. Content analysis of information collected from the written documents was made according to its relevance to social media adoption in organizational communication. Qualitative data were transcribed

and examined for common themes and grouped into sub themes according to the objectives of the study.

### **3.9 Ethical Issues and Considerations**

The study adhered to all ethical issues. Ethical issues are crucial in research since they guide the researcher on what is permissible and what is not and thus were mandatory for the researcher to observe. Ethical issues observed included informed consent, confidentiality of information, privacy and anonymity of respondents. In addition research clearance was obtained from the University of Dar es Salaam.

### **3.10 Validity and Reliability of Data Collection Instruments**

To ensure validity and reliability, a questionnaire was reviewed by lecturers and fellow Masters Students at the Institute of Development Studies (IDS), University of Dar es salaam which came up with inputs to modify some of the questions for the study to remain focused on its objectives. In addition, a pilot study was conducted. Interview and self-administered questionnaires were administered to 12 respondents from 3 CSOs. Lessons from the pilot study helped the researcher to well design data collection tools and choose the best approach and data collection method.

### **3.11 Chapter Summary and Conclusion**

The chapter has presented a description of the study area, research design, sample size and sampling procedures. Types of data collected, data collection methods and instruments, data analysis, ethical issues of consideration and validity and reliability of data.



## CHAPTER FOUR

### FINDINGS AND DISCUSSION

#### 4.0 Introduction

This chapter deals with presentation, analysis and, discussion of the study findings. The first part of this chapter presents the social demographic characteristics of the respondents and participating organizations. The second part provides a detailed analysis and discussion of the extent to which organizations use social media, the impact of social media in organizational performance, and the challenges facing CSOs in using social media.

#### 4.1 Characteristics of Respondents

The study used respondents of different age groups. The study used the following age groups: 25-35 years of age 18 (43%), 45-55 years of age 10 (24%) respondents aged between 18-25 years of age 8 (19%), while 35-45 years old were 6 (14%). The results are indicated in Table 3 below.

**Table 3: Respondents' Age**

<b>Age Group</b>	<b>Frequency (N=42)</b>	<b>Percentage</b>
18-25	8	19
25-35	18	43
35-45	6	14
45-55	10	24
<b>Total</b>	<b>42</b>	<b>100</b>

Results demonstrate that youths between the age of 18 and 35 made the majority of CSO employees. The results are in direct relation with Novell (2012) who argues that young people make the majority of people who use ICT in Tanzania and they are the ones who in most cases use the social media and ICT in general as compared to the older generation. The issue of sex was taken into consideration during the selection of respondents. Daly (2003) argues that culture and traditions have affected the way men and women use ICT. The study found out that there was a slight difference in terms of sex representation among respondents whereas the number of male respondents exceeded that of females. There were 22 (52%) males and 20 (48) female. These findings concur with the findings by Kiondo (2000) who reports that CSOs in Tanzania were dominated by men rather than women during the 1990s. The results are presented in Table 4 below.

**Table 4: Respondents' Gender**

<b>Gender</b>	<b>Frequency (N=42)</b>	<b>Percentage</b>
Male	22	52
Female	20	48
<b>Total</b>	<b>42</b>	<b>100</b>

Although the finding in Table 4 above indicate that there were more males than females, the table indicates that there has been an increase in female staff recruitment from 1990s when CSOs started to mushroom in Tanzania to date. The presence of more men than women stems from the fact that the positions of senior officers were occupied by more men than female candidates in the past due to gender stereotypes that women are inferior to men. Therefore, they cannot take such job

positions is a result of patriarchal system that gives more opportunities to men than women (Kiondo, 2000).

During interview, one of the respondents revealed that the increasing number of females as the table depicts is not associated with improvements of gender imbalances at the community level alone but it is also an outcome of donor gender policies which require most CSOs to comply with in order to access fund. One respondent (male) demonstrated:

*“Donors normally challenge an institution if it has more male staff members than female staff members. Donors are very much willing to support the organization that has policy strategies to improve gender balance in terms of employees and beneficiary outreach that is why CSOs are increasingly recruiting female staff members at least to have a gender balance”.*

*(Interview with CEO from among the Interviewed organizations)*

Another respondent (female) also expressed her views on the female-male staff ratio in the organizations. This is how she said

*“It is true that there has been institutional frameworks such as gender policies in higher learning institutions that promote learning opportunities for female students but those mechanisms do not stand alone as factors for the improving female- male ratio of staffs in CSOs but rather donors play significant roles, they would give more support for organizations that promote women not only in their areas of operation but also in the level of the organizations”.*

Level of education was also considered as an important variable to investigate in the study. The findings indicate that 24 (57%) of the respondents had Bachelor’s Degree, 16 (38%) had Master’s Degree and 2 (5%) had Diploma. These results indicate that the majority (57%) of the interviewed respondents had Bachelors degree, followed

by those who had Masters Degree (38%). These findings might be associated with the fact that respondents were selected from top management level implying that their roles and responsibilities require high technical skills; hence the need for trained staffs. Table (5) presents the education level of respondents.

**Table 5: Respondents' Level of Education**

<b>Highest Level of Education</b>	<b>Frequency (N=42)</b>	<b>Percentage</b>
Diploma	2	5
Bachelors Degree	24	57
Masters Degree	16	38
<b>Total</b>	<b>42</b>	<b>100</b>

Additionally, the respondents reported that donors who fund the organizations that were included in the study do consider University degree to be a basic requirement for staff recruitment. One of the interviewed CEOs asserted *“we have worked with people who are knowledgeable and they are technically competent but we normally fail to recruit them because sometimes donors would insist that some jobs position need people with either Bachelor or Master’s Degrees”*. Another respondent who worked as a head of policy advocacy in one of the sampled organizations stated

*“At one time our country office wanted to recruit a senior Human Resource Officer, when the job opened up we already had someone in mind who had been working with us as a consultant but at the end we could not hire him because he did not possess Masters Degree as per donor requirements for such post”*.

In addition, the researcher asked the respondents to say for how long they had been working for the organizations. The findings are as follows (the percentage of

respondents in brackets): 1 to 3 years 20 (48%), 4 to 6 years 14 (10%), less than 1 year 4 (10%) and more than six years 4 (10%). The results are presented in Table 6.

**Table 6: Years Spent in an Organization by Respondents**

<b>Years</b>	<b>Frequency (N=42)</b>	<b>Percentage</b>
Less than 1 Year	4	10
1-3 years	20	48
4-6 years	14	32
Above 6 years	4	10
<b>Total</b>	<b>42</b>	<b>100</b>

These findings could be a result of multiple reasons including that CSOs employments are offered on short term contractual basis depending on the Strategic plans program/program even though they are renewable but in most cases people would quit after the first term. Another factor for the above findings is the age of the participating organizations; the age of all participating organizations ranged between 7 to 13 years old; hence they are young and could have resulted into having people who had spent few years in those organizations.

## **4.2 Characteristics of Participating Organizations**

This section presents characteristics of the organizations which were involved in the study. Details on organization's year of registration and type of stakeholders are presented in the sections below.

### **4.2.1 Year of Registration**

It was found out that 6(60%) out of 10 organizations which were involved in the study had been registered between the year 2000 and 2005 while 2(20%)

organizations had been registered before the year 2000 and the remaining 2(20%) had been registered between the year 2005 and 2010. These findings can be related to the CSO history in Tanzania because it was not until 1990's after the introduction of Structural Adjustment Program (SAPs) by International Monetary Fund and the World Bank that CSOs were officially recognized in Tanzania. During socialism which had existed from 1965 to late 1980s CSOs activities were banned by the government. These findings are in line with the study by Kiondo (2000) who found out that the 2000 and beyond was NGOs mushrooming stage in Tanzania whereby some of them are CSOs. He demonstrates that in 1993, there were 224 registered NGOs while the number had gone to 8499 by the year 2000. Some of those registered NGOs were CSOs.

#### **4.2.3 Stakeholders**

Participating organizations were similar in terms of the kind of stakeholders. It was found that in 9 out of 10 organizations their stakeholders were other CSOs, oversight bodies such as parliament, media houses and the general public. Apart from that, 1 (Oxfam) out of 10 organizations had been targeting interest groups who are teachers, students and farmers in rural areas as its stakeholders. It was observed that all the ten (10) participating organizations were similar in terms of potential stakeholders since they had been dealing with policy advocacy business.

#### **4.3 The Extent of Using Social Media among CSOs**

The first specific objective of this study was to examine the extent to which CSOs use social media to share information with their stakeholders. The findings of this objective are presented hereunder.

### 4.3. 1 The Use of Social Media by CSOs

All the ten (10) participating organizations had been using social media in information sharing with their potential stakeholders. Concerning social networking sites/websites, out of 10 (100%) organizations 4 (40%) had been using Facebook and Twitter for organizational information sharing. At the same time, 3 (30) organizations reported that they had been using Facebook, Twitter and Youtube social networking sites to share information and interact with their stakeholders. Only 2 (20%) organizations reported to have been using Facebook alone and only 1(10%) organization had been using Twitter alone for organizational information sharing. This indicates that 9 out of 10 participating organizations had a Facebook account.

The results indicate that most organizations used Facebook Social Media to reach most of their potential stakeholders which might be due to the fact that most of their target groups happen to be users of Facebook or more than one Social Media site. The result relates with that of KRSI (2007) which found out that 80% of NGOs in Michigan had been using Facebook social media in sharing information with their stakeholders. The following table (7) is illustrative.

**Table 7: Social Networking sites used by Organizations**

<b>Social Media Site</b>	<b>No of Organizations (10)</b>	<b>Percentages (100)</b>
Facebook	2	20
Twitter	1	10
Facebook and Twitter	4	40
Facebook, twitter, and Youtube	3	30
<b>Total</b>	<b>10</b>	<b>100</b>

The researcher sought to find out when the participating organizations started using social media. It was revealed that, participating organizations had started using social media at different times. About 6 (60%) organizations which are Policy Forum, Hakielimu, Agenda Participation 2000, TGNP, UNA and Kepa started to use social media between the year 2005 and 2010 whereas 3 (30) organizations which include Sikika, Twaweza and Oxfam reported to have started using social media between 2011 and 2013 and only 1 organization which is Action Aid reported to have started using social media before the year 2005. Examine table 8 below.

**Table 8: Year in which Organizations Started Using Social Media**

<b>Year of Start</b>	<b>Frequency</b>	<b>Percentage</b>
Before 2005	1	10
2005- 2010	6	60
2011-2013	3	30
<b>Total</b>	<b>10</b>	<b>100</b>

The findings indicate that most CSO started using social media toward the year 2010 due to an increase in access to ICT technology for both people and organizations, gaining popularity of social media sites such as Facebook, and gaining acceptance of social media use among CSOs. In similar regard, Novelli (2012) also reported that the effective use of social media among organizations in Tanzania had begun in 2009 due to an increasing access to ICT services such as internet connections at cheaper prices through people's mobile phones and the gaining acceptance due to changed social perceptions of the use of social media among development stakeholders.



The study investigated the motivations behind the use of social media. The findings reveal that the organizations had different motivations for the use of social media. It was found that 7 (70%) out of 10 (100%) organizations started using social media as an effective means through which they would widely disseminate information to their target stakeholders and also cope with the changing communication technology. These 7 organizations are Kepa, Twaweza, Policy Forum, Oxfam, Sikika, TGNP, and Action Aid. On the contrary, 2 (20%) organizations which are UNA and Agenda Participation 2000 reported that it was a creativity of their young employees which led those organizations into using social media. In connection to this, 1(10%) which is Hakielimu reported to have started using social media as a way to enhance communication with stakeholders who could not be reached through other communication channels such as organizational website. These results are presented in the table below (Table 9).

**Table 9: Motivation for Organizations' Social Media Use**

<b>Motivation</b>	<b>Frequency (10)</b>	<b>Percentage (100)</b>
Need to widely disseminate information and cope with communication technology	7	70
Creativity of young employed staffs	2	20
Enhancing effectiveness in communication	1	10
<b>Total</b>	<b>10</b>	<b>100</b>

These results suggest that organizations used social media to enhance communication by reaching wider audience which might have been due to the increasing pace of social media use among individuals and organizations for communication purposes.

With regard to the motivation behind the use of social media, one respondent reported,

*“There was a need to go beyond social, economic and political boundaries in information sharing with our stakeholders. With social media, it was possible to reach the larger audience within a short time in an interactive way which could not have been possible if the organization was to use emails, phone calls. You cannot write letters to each individual and the print media such as newspapers can be very expensive for us”.*

However, there were other responses which did not show directly if the organizations became motivated into using social media due to the desire to improve organizational effectiveness as one of the respondents’ stated.

*“The use of social media was a result of newly employed young staff members who thought that our organization could do better through the use of social media given the fact that many people from different parts of the world are increasingly joining social media”.*

Even though the motivating factors might differ from one organization to another, it could still be observed that the need to share information to the thick population was the main driving force for CSOs into using social media in their works. Similarly, Braskov (2011) shows that Civil Society organizations have become users of social media in order to widely share information to their potential stakeholders.

#### **4.3.2 Policies on Social Media**

Respondents were asked if their organizations had any policy on the use of social media. Out of 10 participating organizations 8 (80%) were found to have policies on the use of social media while 2 (20%) organizations did not have any clear policy on the use of social media. In 8 (80%) organizations with policies on social media, the

social media policy in the 6 organizations stated *“No information can be shared to outside the organization through social media using organization’s account without the approval from CEO or heads of communication department”*.

Additionally, in 2 organizations among the 8 with social media policy, their policy on social media stated *“staff members are not allowed to use social media for personal use during official working hours on his/her personal account”*.

The findings present that majority of the CSOs 8 (80%) had put in place clear mechanisms to control the use of social media at organizational level. It is obvious that once social media use is not regulated it can result in a situation whereby the organization fails to systematically share information to its stakeholders. Braskov (2011) reports the same as he found out that most organizations; both local and international had some policies on social media use.

#### **4.3.3 Extent of Social Media use in Organizations**

During the study, respondents were asked about the extent to which their organizations use social media. Out of the 10 organizations, it was found out that 7 (70%) had been using social media to a large extent while 3 (30%) organizations reported that their use of social media was moderate. These results suggest that most CSOs have been using social media to a larger extent. The increasing use of social media among organizations might be resulted from an increasing number of social media users; hence becoming easy to communicate an intervention to target groups as reported by DSG (2012). The results concur with the research by MacAffe (2009)

who found out that organizations have become effective users of social media for pursuit of organizational goals.

Respondents were asked about social groups that could be reached by organizations through the use of social media. The study revealed that organizations had been reaching the educated (people with secondary education and above), people in urban areas and big cities, youth between the age of 15-35 years and the young adults (35-45 years old). Data reveal that organizations had not been reaching those who are less informed and those living in rural areas through the use of social media. It should be noted that the language of communication in computers and social media networking sites is English, thus making it difficult for those with low level of education (primary school leavers) to understand what is being communicated. Additionally, it was also found that the absence of reliable internet connections in rural areas makes it difficult for people to get access to social media. Social media websites such as Facebook, and Twitter in Tanzania are perceived to be online platforms for the youth rather than other social groups. These results relate with Novell's view that youth (15-35) makes above 70% of social media users in Tanzania.

Concerning how to reach their stakeholders, participating organizations reported that they had been able to reach their stakeholders through the use of social media. It was reported that most of participating organizations deal with policy advocacy. Their mission is to reach people who can influence policy change; those people include senior government officials, politicians, people in influential CSOs, academic

institutions and other interest groups who are likely to be connected to social media. However, this does not imply that those organizations do not target people outside the mainstream of policy making and influence; they also have projects in rural areas where most of the stakeholders do not use social media.

During interviews, respondents revealed that social media had been one among potential communication channels with their stakeholders. One of the key informants asserted:

*“We use social media targeting organizations, influential government departments and donors and we do use other channels of communications such as physical visit, Radio and TV adverts (though very expensive) to reach people at grassroots level and in rural areas”.*

Responding to the same issue, another respondent added,

*“Our followers on Twitter and Facebook come from different social groups, some of them are from likeminded organizations, some are politicians, people from media houses and policy makers. We have people from both the government and private sector and are active communicators on social media whenever we as organization share information through that channel (social media)”.*

However, another respondent declared that they cannot measure the impact of social media in organizational information sharing through social media since they do use a mix of channels in communicating with same stakeholders. One respondent had this to say.

*“we might say that we reach our stakeholders through social media but it is too difficult since we do use a mix of communication channels targeting the same people, so sometimes someone follows our link on Facebook or Twitter as a result of a radio advert or TV program that we hosted targeting our stakeholders though I agree that social media has been useful in my organization in reaching our stakeholders”.*

In the similar vein, a study on the use of *Social Media in Development Projects* by Uimonen (2011) found out that social media had become a vehicle through which organizations can reach their most potential stakeholders for support, networking and information sharing.

#### **4.4 The impact of Social Media on Organizational Performance**

The second objective of the study is to examine the impact of social media on organizational performance is this study's second specific objectives. The results are presented in the following sections.

##### **4.4.1 Usefulness of Social Media**

Respondents were asked about how useful social media had been in organizational performance. Data depict that in 8 (80) out of the 10 organizations it was reported that social media has been very useful since the organization started to use it as means of communication with its stakeholders. In about 2(20%) organizations, social media were reported to be somewhat useful. No single organization out of the 10 participating organizations reported social media w not to be useful for organizational information sharing. The findings demonstrate that to a large extent (80%), social media have been useful in organization performance among CSOs. This might be due to the fact that most organizations are dominated by elites and are urban based; hence they have stakeholders who are located in big cities where there is internet connection making it possible to reach them with the use of social media. Similar findings were found by the American based organization KRSI (2008) which reports that social media have become very useful among NGOs.

**Table 10: Usefulness of Social Media among Organizations**

<b>Usefulness of Social Media</b>	<b>Frequency (N=10)</b>	<b>Percentages (N=100)</b>
Very useful	8	80
Somehow useful	2	20
Not useful	0	0
<b>Total</b>	<b>10</b>	<b>100</b>

#### 4.4.2 Cost Efficiency

For each organization, respondents were interviewed on the cost efficiency of using social media as compared to other channels of communication. 9 (90%) of the respondents out of 10 (100%) , reported that their organizations have been able to save time and financial cost as a result of using social media while only 1 organization reported not to have saved any cost as the result of using social media.

One of the respondents from communication department stated

*“With social media, the organization could communicate widely even beyond the audience that could be reached through radio/TV shows which are very expensive. Therefore, social media are cost efficient in communication”.*

In similar regard, it was also asserted by another respondent

*“TV, Radio and Newspapers are still important channels for our organizational information sharing. However, they are expensive compared to social media, being able to communicate beyond country borders one needs social media rather than other channels, we can upload videos, post press releases, share photos and presentations without any pay apart from the low costs of internet connections”.*

Results from interviews indicated that the majority 9 (90%) organizations could save time and money as they opted to use social media in communication as compared to other channels of communication such as phone calls, postal letters, Radio, Television and print media that requires an organization to pay a lot of money in

order to communicate with their stakeholders. For instance, Policy Forum had been organizing the so called Policy Forum Breakfast Debate, which is conducted in every last Friday of each month. The organization (Policy Forum) has been using social media such as Facebook, Twitter and email listing to communicate to their stakeholders concerning Breakfast debate and in return there have been good turn ups whereas confirmations and feedbacks from participants are communicated through social media. The results are due to the reasons that with social media an organization can share information to many people at once through organization's Facebook page/group, Twitter or you-tube accounts and many people can have access to the information being shared unlike emails, phone call or letters which require sorting. With social media, the only cost is securing internet connection.

During interview, it was reported that organizations were spending between 25% to 50% of their total administrative costs on communication. From the year 2010 onwards the participating organizations' budget expenditure on communication had declined to 20% of organization's administrative cost. As reported earlier, most organizations, started using social media between the year 2005 and 2010. On the same note, the Budai School of Government Report indicates that social media usage had become less cost means of communication for individuals and organizations (DSG, 2012).

#### **4.4.3 Effectiveness**

Participating organizations reported that they had been able to reach potential stakeholders such as policy makers; other CSOs to form alliance with donors,



politicians and leaders of interest groups. It was also found out that organizations had been able to reach the few elites and to a larger extent more people in the urban areas than those in rural areas as stated earlier in this chapter. Table (10) below, presents the number of members/subscribers of Facebook pages/groups of the participating organizations, number of followers on Twitter and number of viewers on You-tube accounts of those participating organizations which used it.

**Table 11: Organizational Social media Subscription**

S/N	Name of an Organization	No of Facebook members by July 2013	No of Followers on Twitter by July 2013	Maximum No of viewers
1	Policy Forum	458	230	2710
2	Twaweza	2503	4485	1333
3	TGNP	328	14	—
4	Hakielimu	7,478	8431	113
5	Sikika	417	2288	1821
6	Oxfam	256	741	16345
7	Action Aid Tanzania	52	359	225
8	Kepa	132	—	—
9	Agenda Participation 2000	108	439	—
10	UNA	150	55	—

As Table 11 above presents, not all organizations have been able to use all social media at the same pace consistently. About 6 (60%) of the participating organizations have been using Facebook, Twitter and You- Tube at once despite the fact that the number of followers and subscribers differs from one social networking site to another. During interview, one respondent stated,

*“Before the use of social media in our organization, it was difficult to get potential stakeholders visiting our websites but now it is easier because we can post on Facebook or Twitter what we have published on the website in short sentences and put a*

*link for people to go to the websites. We could get up to 100,000 visitors to our website by sharing a link through social media”.*

It was also reported that those organizations which were active in updating their social media accounts had higher number of followers and subscribers on social media than those which left their accounts dormant as stated by one of the respondents,

*“Creating a social media account alone does not help a lot, organizations must effectively use social media for posting updates and events that are of interest to stakeholders, that way, it is possible to get many people following your organization on social media”.*

Another respondent argued that organizations cannot be effective if they rely on social media alone, they rather need other communication channels like mass media to make their works known in the society as a result they can have many followers even on social media as he states,

*“Social media is useful in reaching stakeholders although if you are a new user as an organization, it will need to use other means of communication such as Radio and TV to make your stakeholders aware of your existence and follow your organization on social media”.*

Table (11), indicates that organizations have an insignificant number of followers on social media. It was found out that most members use social media when there is a certain event or information of interest and after that the followers unsubscribe to avoid receiving many notifications/messages in their accounts. Another important observation from Table eleven (11) is that organizations that have been using mass media (Radio and TV) to a large extent are the ones which have been reaching many people through social media. Such organizations are *Hakielimu*, *Twaweza* and *Sikika*.

Eltantawy and Wiest (2011) also found social media to be the most effective channel of communication in organizing people on issues that have common interest for them. They give an example of how social media were used to mobilize many people around the world who were protesting against WTO meeting in Seattle in 1999. DSG (2012) comments on the potential of social media in organizing people for mass action as it was successfully used in the Egyptian revolution against the former president of Egypt, Hosni Mubarak in 2011 whereby Facebook and Twitter were mostly used, thus making the revolution to be named Facebook and Twitter revolution.

#### **4.5 Challenges of Social Media Use**

The third specific objective in this study was to determine the challenges of using social media among CSOs. The participants were asked about the challenges associated with the use of social media in their organizations. From the responses, three challenges were reported: limited internet access among the majority of Tanzanians and in some of other organizations, lack of technical competence on the use of social media and difficulties in controlling information shared through social media. The analysis of the identified challenges is presented in the following sections.

##### **4.5.1 Limited internet Access**

The participating organizations (10 organizations) reported that limited internet is the major challenge affecting the use of social media. It was shown that even in Dar es Salaam where participating organizations operate, sometimes organizations lack

internet connections due to technical problems resulting in internet disconnection; hence affecting the use of social media. Also, organizations reported that it had become difficult to reach the majority of Tanzanians who are located in rural areas through the use of social media as they lack internet connection. This is due to poor internet infrastructure and unreliable power supply particularly in areas outside the major cities such as Dar es Salaam, Mwanza and other urban centres. During interviews respondents pointed out internet access to be among the main challenges.

One respondent explained

*“I think it would be easy to reach most of our people with the social media technology because it is quick, cheap and more interactive compared to other communication channels but internet connection is a challenge in this”.*

Responding to similar issue, another respondent emphasised the failure to reach people in rural areas where people are less connected to the internet and there is limited power supply

*“Much as we are able to reach important categories of our stakeholders such as policy makers, likeminded organizations, oversight bodies, academicians and people from media houses through the use of social media, my organization would also wish other Tanzanians without isolating those in remote areas (rural) to be aware of what we are doing, being informed on our advocacy works and other issues of national concern. However, they do not have internet connections”.*

Similar results were reported by Novelli (2012) who asserted that limited internet connection is among the challenges affecting the use of social media as there were 4.5 million people who had internet connections by the year 2007 in Tanzania out of 45 million Tanzanians.

#### **4.5.2 Technical Competence**

Out of 10 organizations, 4 (40%) reported that technical competence on the use of social media for both organizations and their stakeholders had become a challenge. It was explained that a new user of social media needs to learn the features of a particular social media website to be able to use, sometimes other people in organizations lack knowledge of social media usage, other stakeholders to the participating organizations were also reported to lack knowledge on how to use social media, some of them did not have interest to learn about social media websites. One respondent had the following to say.

*“Social media features keep on changing; everyday there is new software that the organization is supposed to use in order to control its use of social media which requires staff members to update their skills. On the other hand, there are stakeholders who cannot access our information whenever posted because they do not know how to use some of the social networking sites or connect themselves to our organizational account”.*

However, it was also reported that to acquire skills on how to use social media does not require extensive training, people can be trained and gain knowledge within a short time. Social media features are designed in such a way that they are user friendly, they take few steps for one to understand how to use. Technical skills as a challenge associated to the use of social media was also reported by O'Rourke (2010).

#### **4.5.3 Information Control**

Another challenge that was found from the study is that participating organizations experienced hardships in controlling information being shared through social media

by the organization. Some respondents who represented their organizations stated that it had become difficult to control information on social media. Though it is possible to regulate who should post comments in any of the information posted by an organization, sometimes when there is something which needs feedback from the general public and every user of social media is allowed to comment, it becomes difficult to control the flow of information. One respondent asserted

*“There is not any way that the organization can control who to access and who not to access information being shared through social media; it is difficult to know if the information was read by those who saw it. For instance, if you invite people to the event using social media, there are those who will confirm attending but there are those who will never give their feedback. At the same time, there are those who will see the invitation through social media and attend without confirming their attendance”.*

A study by Uimonen (2011) also found that organizations were experiencing a challenge of failing to control information on social media.

#### **4.5 Chapter Summary and Conclusion**

This chapter has presented the findings and discussion of the study. The first sections presented preliminary information of the respondents and preliminary information of the organizations that were involved. Preliminary information was comprised of sex of respondents, level of education, job positions, number of year being spent by respondent in their organizations, organizations’ stakeholders and year of establishment. The chapter also presented the analysis of the findings in accordance to the objectives of the study. The summary of the findings is found in the last following chapter

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This Chapter presents the conclusion and recommendations resulting from the findings of the study. It is organized into three sections. The first section presents summary of the study findings in accordance with the objectives. The second section presents the conclusions from the study and the last section presents the recommendations resulting from the findings of the study, the subsections are presented below.

#### **5.1 Summary of the Findings**

This section presents the summary of the study in accordance with the objectives. The first objective was to examine the extent of social media use in information sharing between CSOs and their stakeholders. It was found out that CSOs have been using social media to a large extent. Furthermore, CSOs were found to be using more than one social media websites and the most commonly used social media websites are Facebook, Twitter and Youtube, the majority of the organizations were found having policies on social media, most of the CSOs started using social media from 2008 onward and they were motivated with the need to share information to a wider audience.

The second objective sought to examine the impact of social media on organization performance. Organization performance was measured by looking at efficiency and effectiveness of an organization. It was noted that social media have been very useful

in enhancing performance of the participating organizations. Added to that, it was found that social media have helped organizations to enhance their efficiency and they led to the reduction of communication cost (both time and financial). Furthermore, it was found out that social media had contribution in organizational effectiveness for those organizations which regularly update their social media accounts and those that used social media along with mass media.

The third objective of the study was to examine the challenges of using social media among CSOs. The following challenges were reported: unreliable internet access among stakeholders of CSOs and among CSOs themselves, inadequate skills on the use of social media among stakeholders and other actors within the organization, and difficulties in controlling the flow of information on social media.

## **5.2 Conclusion**

From the findings of this study it can be concluded that CSOs have been using social media to a large extent and this has contributed to the improvement of the organizational performance. However, challenges such as limited internet access across Tanzania, lack of technical competency on the effective use of social media and difficulties in controlling information on social media remains to be the most notable challenges for CSOs using social media. It is therefore important for organizations to do critical analysis when deciding who to reach using social media and who to reach using other communication channels such as mass media build competency for the communications staffs for maximum utilization of social media.



### **5.3 Recommendations**

With regard to the findings and conclusions, the following are recommended.

- The government in collaboration with the private sector should make sure that there is reliable access to internet among Tanzanians in both rural and urban areas. This should go hand in hand with the reduction of internet costs to ensure affordability. Furthermore, supply of electricity should also be given a priority as it accompanies the use of ICT devices such as computers and mobile phones for internet services.
- CSO should invest in building technical competency for communication staffs for effective utilization of social media. Ensure access to both software and technical expertise of controlling information being posted on organization's social media account.

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## APENDIXES

### Appendix 1: Interview guide for CEO of Participating Organizations

Name of the researcher.....

Date .....

Name of the respondent (optional).....

Name of the organization:

Organization's year of registration.....

Who are your organisation's major stakeholders?

What is the organization's area of specialisation?

1. What is your age group? (tick)
  - (a) 15-25    (b) 25-35 (c) 35-45 (d) 45-55 (e) above 55
  
2. Gender (tick where applicable)
  - (a) Male    (b) Female
  
3. What is your marital status? (tick where applicable)
  - (a) Single ( )
  - (b) Married ( )
  - (c) divorced/separated ( )
  - (d) Widowed ( )
  
4. What is your level of education
  - (a) Primary education ( )
  - (b) Secondary education ( )
  - (c) Diploma ( )
  - (d) University degree ( )
  - (e) Above University degree ( )

5. For how long have you been with Policy Forum?

.....

6. Do you have membership account in social media network?. Yes/No

7. If yes in no 7 above, in which social network site do you have membership account?

(a) Facebook ( )

(b) Twitter ( )

(c) Skype ( )

(d) You-tube ( )

(e) Others, specify

.....

8. If you are a member of social media in any of the above mentioned sites, how do you use social media?

9. Does your organization have an account in any social media site? YES/NO

10. If the response in no 10 is yes, on which site does the organization have an account? (tick where appropriate)

(a) Facebook

(b) Twitter

(c) You-tube

(d) Skype

(e) Others, please specify

.....  
.....

11. Which year did the organization start to use social media in its activities?

.....

12. What do you think attracted the organisation to join and start the using of social media?



13. Do you have any policy/guideline on the use of social media at the organisational level? YES/NO
14. What does the policy say about the use of social media?
15. To what extent does your organization use social media in information sharing with its target stakeholders?
16. Would know which social group you have been able to reach as an organization through the use of Social Media?
17. As an organization, which category of your stakeholders have you been able to reach by sharing information using social media?
18. Do you have any comments on the usefulness of social media in organizational performance?
19. Do you think Social Media have had any impact on efficiency and effectiveness of your organization?
20. What are the main challenges that your organization has been facing resulting from the use of Social Media?

**Appendix 2: Questionnaire for Respondents from Policy Forum**

Name of the researcher.....

Date .....

Name of the respondent (optional).....

Name of the organization: Policy Forum

Organization's year of registration.....

Who are your organisation's major stakeholders?

1. What is your age group? (tick)

(b) 15-25 (b) 25-35 (c) 35-45 (d) 45-55 (e) above 55

2. Gender (tick where applicable)

(b) Male (b) Female

3. What is your marital status? (tick where applicable)

(a) Single ( )

(b) Married ( )

(c) divorced/separated ( )

(d) Widowed ( )

4. What is your level of education

(f) Primary education ( )

(g) Secondary education ( )

(h) Diploma ( )

(i) University degree ( )

(j) Above University degree ( )

5. What is your position in your organization?

.....

6. For how long have you been with Policy Forum?

.....

7. Do you have membership account in social media network?. Yes/No

8. If yes in no 7 above, in which social network site do you have membership account?

(f) Facebook ( )

(g) Twitter ( )

(h) Skype ( )

(i) You-tube ( )

(j) Others, specify

.....

9. If you are a member of social media in any of the above mentioned sites, how do you use social media?

- a) For personal/ private purposes such as networking with friends, dating , charting etc
- b) For work related purposes at your organisation
- c) For business (advertisement, appointments and bookings)
- d) Being informed with up to date media information
- e) Other uses, Please specify

10. Does your organization have an account in any social media site? YES/NO

11. If the response in no 10 is yes, on which site does the organization have an account? (tick where appropriate)

- (f) Facebook
- (g) Twitter
- (h) You-tube
- (i) Skype
- (j) Others, please specify

12. Which year did the organization start to use social media in its activities?

.....

13. What do you think attracted the organisation to join and start the using of social media?
14. Does your organization have policy/guideline on the use of social media at the organisation? YES/NO
15. What does the policy say about the use of social media?
16. Does Policy Forum use social media to communicate with its member organisations? YES/NO
17. Would you mention at least 10 member organisations of Policy Forum that are active on social media?
18. To what extent does your organization use social media in information sharing with its target stakeholders including member organisations? (tick where appropriate)
  - a) Large extent
  - b) Moderate
  - c) Small
  - d) Very rare
19. Which social groups have you been able to reach using social media? (tick where applicable)
  - (a) Non educated (primary education level and below)

- (b) Educated (secondary education and above)
- (c) Rural dwellers
- (d) Urban dwellers
- (e) The Youth (15-35)
- (f) Young adults (35-45)
- (g) The aged (45 and above)
- (h) Others,  
specify.....

20. As an organization, which category of your stakeholders have you been able to reach by sharing information using social media?

- (a) Civilians
- (b) Donors/ supporters
- (c) Likeminded organizations
- (d) Government leaders
- (e) Politicians
- (f) Others

21. How useful has social media been in activities of your organisation as compared to other means of communication such as telephones, emailing, notice boards, postal letters and physical visits?

- a) Very useful
- b) Somehow useful
- c) Not useful

22. What has been the impact of using social media in the performance of your organisation? (tick appropriately)

- a) Enabling organization efficiency in achieving CSO objectives
  - I. Less financial cost in communications
  - II. Time saving
- b) Effectiveness, Reaching the most target group in an intended manner  
(Yes/No)

23. What are the main challenges facing Policy Forum and its members as a result of Social Media usage?

**Appendix 3: Questionnaire for Respondents from Policy Forum Member organizations**

Name of the researcher.....

Date .....

Name of the organization.....

Organization's area of specialization

Organization's year of registration.....

Who are organization's stakeholders? List at least five

Respondent's job  
position.....

1. What is your age group? (tick)

(a) 15-25 (b) 25-35 (c) 35-45 (d) 45-55 (e) above 55

2. Gender (tick where applicable)

(a) Male (b) Female

3. What is your marital status? (tick where applicable)

(a) Single ( )

(b) Married ( )

(c) divorced/separated ( )

(d) Widowed ( )



4. What is your level of education (tick appropriately)

(k) Primary education ( )

(l) Secondary education ( )

(m) Diploma ( )

(n) University degree ( )

(o) Above university degree ( )

5. For how long have you been working with your organization?

.....

6. Do you have membership in social media networks? .Yes/No

7. If yes in no 7 above, which sites do you have membership in? (tick whenever applicable)

(k) Facebook ( )

(l) Twitter ( )

(m) Skype ( )

(n) You-tube ( )

(o) Others specify

.....

8. If you are a member in one of those networks mentioned in 8 above, how do you use social media?

- a) For personal/ private purposes such as networking with friends, dating , charting etc
- b) For work related purposes at your organisation
- c) For business (advertisement, appointments and bookings)
- d) Being informed with up to date media information
- e) Other uses

Please specify

9. Does your organization have an account in any social media site? YES/NO

10. If the response in no 10 is yes, in which site does the organization have an account? (tick where appropriate)

(k) Facebook

(l) Twitter

(m) You-tube

(n) Skype

(o) Others, please specify

11. Which year did the organization start to use social media in its activities?

.....

12. What do you think attracted the organisation into the use of social media?

13. Does your organization have a policy or guideline on social media at organisational level? YES/NO

14. If YES in 14 above, what does the policy say about the use of social media at your organization?

15. To what extent does your organization use social media in information sharing with its target stakeholders other than member organisations? (tick where appropriate)

e) Large extent

f) Average

g) Small extent

h) Very small extent

16. Which social groups have you been able to reach using social media? (tick where applicable)

(i) Non educated (primary education level and below)

(j) Educated (secondary education and above)

(k) Rural dwellers

(l) Urban dwellers

(m) The Youth (15-35)

(n) Young adults (35-45)

(o) The aged (45 and above)

(p) Others,

specify.....

17. As an organization, which category of your stakeholders have you been able to reach by sharing information using social media?

(g) Civilians

(h) Donors/ supporters

(i) Likeminded organizations

(j) Government leaders

(k) Politicians

(l) Others

18. How useful has social media been in activities of your organisation as compared to other means of communication such as telephones, emailing, notice boards, postal letters and physical visits?

d) Very useful

e) Somehow useful

f) Not useful

19. What has been the impact of using social media in the performance of your organisation?

a) Enabling organization efficiency in achieving its objectives

i. Less financial cost in communications

ii. Time saving

b) Effectiveness, reaching the most target group in an intended manner

(Yes/No)

20. What are the main challenges facing Civil Society Organizations including yours as a result of social media usage?