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BUSINESS SCHOOL**

**DIGITAL MARKETING PROGRAM**

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**THE FINAL MASTER'S THESIS (PROJECT)**

<b>TITLE</b> <b>SKAITMENINIS MARKETINGAS NE</b> <b>PELNO SIEKIANČIOMS</b> <b>ORGANIZACIJOMS: DĖMESYS</b> <b>SOCIALINĖS ŽINIASKLAIDOS</b> <b>KAMPANIJOMS: „AFRIKA</b> <b>TIKKUN“ TYRIMAS.</b>	<b>TITLE</b> <b>DIGITAL MARKETING FOR NON-</b> <b>PROFIT ORGANISATIONS: FOCUS</b> <b>ON SOCIAL MEDIA CAMPAIGNS: A</b> <b>STUDY OF AFRIKA TIKKUN.</b>
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## **SUMMARY**

VILNIUS UNIVERSITY BUSINESS SCHOOL

DIGITAL MARKETING PROGRAMME

STUDENT NUMBER 2431382

### **DIGITAL MARKETING FOR NON-PROFIT ORGANISATIONS: FOCUS ON SOCIAL MEDIA CAMPAIGNS: A STUDY OF AFRIKA TIKKUN**

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The thesis explores the strategic application of social media campaign by Afrika Tikkun, a non-profit organisation in South Africa focused on youth development, in the wider context of resource-strained African non-profit organisations (NPOs). In view of the increasing speed of digital transformation in the emerging markets, the social media platforms offer affordable visibility, stakeholder interaction, trust-building, and resource mobilisation opportunities.

In South Africa specifically, ubiquitous internet penetration and the ongoing popularity of Facebook have made digital platforms the key instruments of non-profit communication. Nevertheless, the ongoing socio-economic disparity, increased donor accountability, institutional distrust, and operational limitations, such as dwindling organic reach, algorithmic instability, expensive data charges, and audience scepticism, keep undermining the online performance of most African NPOs. Based on a positivist research philosophy, the study follows a descriptive, quantitative single-case study design. The data were gathered on a structured five-point Likert-scale questionnaire that was used on the digital marketing and communication ecosystem of Afrika Tikkun. Though the census aimed at 80 respondents, 83 valid responses were retained after the data screening, which is a guarantee that the respondent will be fully represented. The analysis of data was performed utilizing IBM SPSS Version 27 with the help of descriptive statistics and the barely relevant inferential knowledge to examine the patterns and perceptions.

The results represent moderately positive internal evaluations of the social media performance of Afrika Tikkun. Stakeholder engagement is viewed to be effective in creating awareness and communicating the mission but weaker in ensuring interactive conversation. Facebook is pointed out as the best platform to be visible, credible, and aligned with the audience. Although the issue of resource constraint and alterations in algorithms are noteworthy, respondents note the high adaptability to organisational changes and potential to collaborate. The outcomes of the suggestions on behavioural impacts indicate that social media campaigns show a moderate effect on the decision to make a donation but have the high ability of influencing volunteering participation, especially by using clear communication and youth-oriented storytelling.

The research adds to the context-sensitive conceptual framework that classifies the dominant forms of campaigns and focuses on the narrative authenticity, agility of the campaign, and trust-building as the fundamental forces of digital effectiveness. Thus, it questions universalised prescriptions of digital communication and proposes dominant-platform literacy, a practitioner-based approach, and authenticity instead of high production value.

**Keywords:** Digital marketing, social media campaigns, Non-profit organisations (NPOs), Digital transformation, Stakeholder engagement, Facebook marketing, Donation behaviour, African non-profits, Digital communication strategy.

## SANTRAUKA

VILNIUS UNIVERSITY BUSINESS SCHOOL

DIGITAL MARKETING PROGRAMME

STUDENT NUMBER 2431382

### **SKAITMENINIS RINKODARA NE PELNO ORGANIZACIJOMS: DĖMESYS SOCIALINĖS MEDIJOS KAMPANIJOMS: AFRIKA TIKKUN TYRIMAS.**

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Šioje disertacijoje nagrinėjamas strateginis socialinės žiniasklaidos kampanijos taikymas, kurį vykdo „Afrika Tikkun“ – Pietų Afrikos pelno nesiekianti organizacija, orientuota į jaunimo ugdymą, atsižvelgiant į platesnį išteklių trūkumo kenčiančių Afrikos pelno nesiekiančių organizacijų (NPO) kontekstą. Atsižvelgiant į sparčiai didėjantį skaitmeninės transformacijos tempą besivystančiose rinkose, socialinės žiniasklaidos platformos siūlo prieinamą matomumą, suinteresuotųjų šalių sąveiką, pasitikėjimo stiprinimą ir išteklių mobilizavimo galimybes. Pietų Afrikoje visur paplitęs internetas ir nuolatinė „Facebook“ populiarumas padarė skaitmenines platformas pagrindinėmis ne pelno siekiančių organizacijų komunikacijos priemonėmis. Vis dėlto nuolatinė socialinė ir ekonominė nelygybė, didėjanti donorų atskaitomybė, institucinis nepasitikėjimas ir veiklos apribojimai, tokie kaip mažėjantis organinis pasiekiamumas, algoritmų nestabilumas, brangūs duomenų perdavimo mokesčiai ir auditorijos skepticizmas, toliau kenkia daugumos Afrikos ne pelno siekiančių organizacijų veiklai internete. Remiantis pozityvistine tyrimų filosofija, tyrimas atliekamas pagal aprašomąjį, kiekybinį vieno atvejo tyrimo modelį. Duomenys buvo renkami naudojant struktūrizuotą penkių balų Likert skalės klausimyną, kuris buvo naudojamas „Afrika Tikkun“ skaitmeninės rinkodaros ir komunikacijos ekosistemoje. Nors buvo siekiama apklausti 80 respondentų, po duomenų atrankos buvo išsaugoti 83 galiojantys atsakymai, o tai garantuoja, kad respondentai bus visapusiškai atstovaujami. Duomenų analizė buvo atlikta naudojant IBM SPSS 27 versiją, pasitelkiant aprašomąją statistiką ir vos susijusias išvadas, siekiant ištirti modelius ir suvokimus. Rezultatai rodo vidutiniškai teigiamą vidinį „Afrika Tikkun“ veiklos socialinėje žiniasklaidoje vertinimą. Suinteresuotųjų šalių įtrauktis laikoma veiksminga didinant

informuotumą ir komunikuojant misiją, tačiau silpnesnė užtikrinant interaktyvią komunikaciją. „Facebook“ nurodoma kaip geriausia platforma, leidžianti būti matomam, patikimam ir suderintam su auditorija. Nors verta atkreipti dėmesį į išteklių ribotumo ir algoritmų pakeitimų klausimą, respondentai pažymi didelį prisitaikymą prie organizacinių pokyčių ir bendradarbiavimo potencialą. Iš elgesio poveikio pasiūlymų rezultatų matyti, kad socialinės žiniasklaidos kampanijos turi vidutinį poveikį sprendimui paaukoti, tačiau gali labai paveikti savanorišką dalyvavimą, ypač naudojant aiškią komunikaciją ir jaunimui skirtą pasakojimą. Tyrimas papildė kontekstą atspindinčią koncepcinę sistemą, kuri klasifikuoja dominuojančias kampanijų formas ir sutelkia dėmesį į pasakojimo autentiškumą, kampanijos lankstumą ir pasitikėjimo stiprinimą kaip pagrindines skaitmeninio veiksmingumo jėgas. Taigi, jis kvestionuoja visuotinius skaitmeninės komunikacijos receptus ir siūlo dominuojančios platformos raštingumą, praktikuojančių specialistų požiūrį ir autentiškumą vietoj aukštos gamybos vertės.

**Raktažodžiai:** Skaitmeninis marketingas, socialinių tinklų kampanijos, ne pelno siekiančios organizacijos (NPO), skaitmeninė transformacija, suinteresuotųjų šalių įtraukimas, marketingas „Facebook“ tinkle, aukojimo elgsena, Afrikos ne pelno siekiančios organizacijos, skaitmeninės komunikacijos strategija

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## **1. Introduction**

### **1.1 Relevance of the Topic:**

social media has become a pillar of non-profit communication and fundraising in the age of fast digital transformation, especially in the emerging markets like South Africa where the internet penetration was 72% and Facebook was the most popular platform with more than 29 million active users (DataReportal, 2024; NapoleonCat, 2024). These platforms provide unprecedented visibility-building opportunities, stakeholder relationship building, trust building, and sustainable funding at a comparatively low cost to resource-constrained non-profit organisations (NPOs) (Saxton and Guo, 2020; Guo and Saxton, 2021). In contrast to the traditional media, social media allows real-time communication, personalised messages, and the spread of powerful stories in a short period, which is why it is an invaluable resource to organisations that do not always have the financial resources to conduct extensive advertising campaigns (Waters and Jamal, 2022; Lovejoy and Saxton, 2019).

The socio-economic environment in which South African NPOs operate is complex and is characterised by the presence of persistent inequality, high donor scrutiny, and growing competition over scarce philanthropic resources (Swilling and Russell, 2021; Tetteh and Amponsah, 2021). In a nation that is still struggling with the legacies of apartheid, the trust that the population has in institutions is weak, and donors are increasingly demanding transparency, quantifiable impact, and emotional attachment before they can commit (Everatt & Marais, 2022). In this regard, successful digital storytelling, open impact reporting, and genuine stakeholder engagement through social media are no longer a choice; they are the key to organisational legitimacy and survival (Waters and Feneley, 2019; Lovejoy and Saxton, 2019). Research consistently shows that NPOs that strategically leverage Facebook, and other platforms achieve higher levels of public trust, donor retention, and volunteer participation than those relying solely on traditional outreach methods (Guo & Saxton, 2020; Arli & Dietrich, 2019).

Nevertheless, most African NPOs still consider social media as an auxiliary broadcasting tool instead of a strategic resource, which leads to low engagement, low conversion to donations, and missed chances to have meaningful conversations (Mano, 2020; Mutsvairo and Ragnedda, 2022). With shrinking organic reach due to algorithmic changes (Bucher, 2021), rising data costs for users, and growing audience scepticism toward institutional messaging, the ability to design, execute, and evaluate evidence-based social media campaigns has become a critical determinant of non-profit success in South Africa (Bosch, 2017; Chikandiwa et al., 2020). Furthermore, the prevalence of mobile-first internet connectivity in townships and rural communities puts extra emphasis on mobile-optimised,

data-sparse content that appeals to the cultural and emotional values of various South Africans (Mabweazara and Mudhai, 2021). Understanding how locally rooted organisations such as Afrika Tikkun conceptualise and implement their digital strategies therefore holds both practical and scholarly significance. It provides actionable insights for other African NPOs while contributing to the growing body of decolonised research on non-profit communication in the Global South (Munyaradzi & Gyimah, 2022).

## **1.2 Novelty:**

The novelty of this study lies in its focused exploration of social media campaign strategies within the African non-profit context, an area that remains relatively under-researched compared to Western settings (Meltwater, 2023). While much of the existing literature tends to frame digital marketing within broad communication or public relations paradigms, this research adopts a more specific and granular approach by examining how Afrika Tikkun conceptualises, implements, and evaluates its social media campaigns. This campaign-based emphasis provides more information on the working mechanisms of digital advocacy that are frequently ignored in generalist research (Carnes, 2022). A key contribution of this study is the development of a novel classification framework for social media content, "the inductive identification of four dominant campaign types that emerged from practitioner responses". The framework divides campaigns into specific categories, including cause-based storytelling, donor recognition posts, youth success stories, and impact-driven reports, which offers a systematic method that can be extended by NPOs in general to improve digital engagement and communication strategies.

Such types of campaigns are methodically measured by quantitative metrics of engagement, including likes, shares, comments, and donation conversions, as perceived by internal employees. This quantitative methodology offers a replicable template that can be used by other non-profit organisations (NPOs) to evaluate and optimise their digital strategies (Jarvinen and Karjaluoto, 2016). Moreover, the study addresses underexamined challenges in digital campaigning, including issues such as campaign backfiring, audience scepticism, and erosion of public trust, which are increasingly relevant in a digital landscape saturated with content and misinformation (Arli & Dietrich, 2017). By centring on Afrika Tikkun's operations in South Africa, the study offers context-specific insights into how NPOs navigate the socio-cultural and infrastructural complexities of the African digital environment. Additionally, the research proposes a conceptual model for digital engagement that emphasises narrative authenticity, campaign agility, and trust-building. The model is based on the adaptive communication theory and promotes real-time campaign changes based on platform analytics and user feedback (Trunfio and Rossi, 2023). Afrika Tikkun's hybrid

approach - integrating grassroots programme delivery with strategic digital advocacy - provides a compelling example of how social media can be leveraged to align operational objectives with broader organisational missions.

### **1.3 Focus of Research:**

The central problem addressed in this thesis is how Afrika Tikkun can strategically design and implement social media marketing campaigns to enhance stakeholder engagement, attract sustainable funding, and advance its advocacy efforts within South Africa's evolving digital ecosystem. Despite the growing importance of social media for non-profit organisations (NPOs), there remains a significant gap in empirical research focused on effective digital strategies tailored to the African context. This problem is also complicated by the operational issues, including the lack of financial and human resources, the constantly evolving platform algorithms, and the growing audience distrust of online campaigns (Mano, 2020; Bucher, 2021). Consequently, numerous NPOs find it difficult to realise the potential of digital tools to impact. By using Afrika Tikkun as a case study, this research seeks to offer evidence-based insights into overcoming these barriers and optimising social media for mission-driven outcomes.

### **1.4 Aim of the Study:**

The thesis seeks to explore how Afrika Tikkun utilises social media platforms to engage stakeholders, mobilise resources, and advance advocacy goals.

### **1.5 Research Objectives**

- 1) To examine how Afrika Tikkun utilises social media platforms to engage stakeholders and mobilise funding.
- 2) To evaluate the perceived effectiveness of social media platforms (e.g., Facebook) in supporting Afrika Tikkun's stakeholder engagement and fundraising goals, from the perspective of its digital marketing team.
- 3) To identify the key challenges and opportunities experienced by Afrika Tikkun's digital marketing staff when implementing and managing social media campaigns.

### **1.6 Methods of the Thesis:**

This study uses a positivistic-based quantitative descriptive single-case study design to research on the social media practices adopted by Afrika Tikkun and their perceived efficacy. The study specifically focuses on the digital marketing and communication employees of the organisation the specialists who plan, implement and assess the campaigns. A structured closed-ended online questionnaire, the items of which were always based on a 5-point Likert

scale, was used to collect primary data. The tool was sent to the entire group of Afrika Tikkun in the department of digital marketing and communication (n=80), which resulted in 100% response rate. This purposive sampling method, which is based on census, guaranteed a full coverage of the expert internal views being represented, but at the same time made it possible, given the resources and scope of the study.

The questionnaire measured the important areas: how often different digital tools were used, perceived usefulness of platforms (with specific focus on Facebook), role of social media in interaction and transparency with stakeholders, and impact of social media on donor behaviour and volunteer participation. The items were based on the existing tools in non-profit research in digital marketing and optimized by undergoing pilot testing and expert review to ensure clarity, relevance, and reliability.

Google Forms were used to collect all the data online. Informed consent was taken before participation that was voluntary and anonymous. Ethics were highly observed, and the approval of the organisations internally obtained, and the confidentiality maintained at every level. IBM SPSS Version 27 was used to analyse them. Frequencies (percentages, means, and standard deviations) were calculated to describe the perceptions of the staff. Inferential statistics (Pearson correlations and chi-square) were minimally used where the relationship between two variables was to be assessed (e.g., staff tenure, tool use frequency and perceived impact of campaigns). The results are displayed in tables and charts to increase clarity. Such narrow, quantitative method fits the research goals perfectly and yields strong and objective information about the internal beliefs towards social media strategy and creates the body of evidence that is not only credible to Afrika Tikkun but also beneficial to other South African non-profit organisations in the same line of work.

Structure and Scope of the study: The given thesis consists of the five chapters related to each other. The first chapter presents the study with a description of relevance, novelty, research problem, aim, objectives, methodology, and scope. Chapter Two offers a literature review, which summarises prior studies on the topic of digital marketing, social media marketing, and non-profit communicating with special references to African settings. Chapter Three is the research methodology which describes the quantitative approach, data collection tools, sampling methods and analysis plan. Chapter Four reveals the findings and discussion of the study, with classifications of the campaigns, measures of stakeholder's engagement and insights discussed in case of the background of the relevant literature. The fifth chapter summarises the main findings and provides practical recommendations to Afrika Tikkun and other non-profit organisations, which completes the thesis. The research is limited to social

media campaigns of Afrika Tikkun in South Africa, but the results can be analytically applied to other African NPOs that have to go through similar digital marketing issues.

### **1.7 Structure and Scope of the Study.**

The thesis is organized in five logically related chapters. Chapter 1 presents the subject, justifies its value in the South African and African non-profit sector, defines the research problem, purpose, goals, originality, the research methodology, and scope. Chapter 2 thoroughly reviews the literature, incorporating international and African resources on the subject of digital marketing, the use of social media in non-profits, and the communication challenges in resource-limited environments. Chapter 3 elaborates on the research methodology, which supports the positivist quantitative descriptive single-case study design, survey strategy, purposive census sampling, data collection through Google Forms, ethical measures, and analysis plan using SPSS. Chapter 4 describes and discusses the empirical results and is structured around the four thematic questions of the questionnaire, with results linked to previous literature. Chapter 5 brings the study to a conclusion summarising key insights and providing evidence-based practical advice to the Afrika Tikkun and similar African NPOs. The area of interest is specifically narrowed to the social media campaigns carried out by Afrika Tikkun in South Africa through the perspective of the digital marketing and communication team. Although the research is confined to a single organisation and internal perceptions, the results and suggested frameworks (campaign typology and conceptual model) are analytically transferable to other African NPOs that experience the same digital, socio-economic, and infrastructural limitations.

### **1.8 Limitations**

In this study, there are various limitations that are recognized which can affect the extent as well as interpretation of the findings. To begin with, the single-case study design, though providing in-depth information, might not be applicable to other non-profit organisations (Yin, 2018). Second, it uses perceptions of internal staff on self-report which may lead to social-desirability bias, but this has been minimized using anonymity and neutral wording. Third, the measurement of social media engagement in the form of likes, shares, and comments might not be exhaustive when it comes to measuring the actual campaign impact in terms of donations, commitment to volunteerism, or other advocacy results (Lovett and Staelin, 2016).

Finally, the cross-sectional structure of the data does not provide the opportunity to conduct the longitudinal analysis of the campaign performance in time. However, such restrictions are overcome by intensive pilot testing, high response rates, and open report presentation to maintain the validity and usefulness of the findings.

## **2. Theoretical aspects of Digital Marketing for Non-Profit Organisations**

The advent of digital technologies has transformed non-profit communication, positioning social media especially Facebook as a vital tool for stakeholder engagement, resource mobilisation, and advocacy in resource-constrained settings. This chapter systematically reviews literature on digital marketing and social media campaigns in non-profit organisations, with particular focus on the South African context. Adopting a quantitative, internal staff-perception perspective, it clarifies key concepts, synthesises global and African empirical evidence, applies Uses and Gratifications Theory and Media Richness Theory, examines contextual challenges and opportunities, identifies critical research gaps, and provides a concise summary that justifies the present study's focus on Afrika Tikkun's campaign practices.

### **2.1 Theoretical Frameworks**

#### **2.1.1 Uses and Gratifications Theory (UGT)**

The Uses and Gratifications Theory (UGT) furnish a theoretical basis of the way people actively participate in media contents to fulfill specific psychological and social needs. The theory, first defined by Katz et al. (1973) and then further developed by Ruggiero (2020), does not assume the existence of passive audience models, but instead views users of media as purposive actors who selectively access media content that will provide the desired gratifications. These gratifications tend to be classified as informational, personal identity, social integration and entertainment related needs. In modern digital spaces, the concept of UGT has acquired a new meaning under the influence of the social media-driven interactivity, participatory, and agency-focused approaches to content, in which the audience gains a stronger influence over the choice of content, its interpretation, and interaction (Sundar et al., 2021). Regarding the non-profit organisation (NPO) social media communication, UGT shifts the focus of analytical studies on the conventional question of the media influences to the motivations and anticipations of the audiences that engage with the organisational content. Instead of posing a question about the impacts of digital communication on stakeholders, UGT poses a question of what stakeholders want to receive through interacting with NPO messaging (Dhanesh & Rahman, 2023). This change is especially significant in the mission-driven organisations, where the effectiveness of the organisation is not only about the visibility but also about the magnitude of the resonance of the content with donors, volunteers, beneficiaries and community members. The social media platforms are therefore gratification-delivery systems that organisational messages war against in very saturated virtual environments.

In the organisational employee view, UGT provides a powerful descriptive paradigm of content development as well as judgmental decision-making. Practitioners do not display only disseminators of information but are strategic interpreters of the needs of the audience and are charged with the responsibility of creating messages that are such that they match organisational objectives and stakeholder gratifications. The informational gratifications are normally dealt with in relation to informing programme updates, financial disclosures, impact evaluation and policy statements. These contents answer the need of stakeholders to have clarity, credibility and accountability which strengthen the institutional trust and legitimacy.

Transparency-based communication has been repeatedly associated with positive attitudes of donors and their long-term involvement, especially in non-profit situations which are distinguished by the reliance on resources and governmental control (Lee and Kim, 2022). In addition to informational demands, UGT also emphasizes on emotional and identity-based satisfactions, whose salience is exceptionally high in non-profit storytelling. To create a sense of empathy, moral congruency and value congruency, organisational employees tend to use beneficiary narratives, testimonials and visual storytelling. Such types of content allow the stakeholders to identify their individual identities with organisational missions, which strengthens a sense of purpose and moral involvement.

Gratifications associated with identities are therefore attained when viewers see their interaction, be it donations, volunteering, or advocacy, being representative of their identity or projected identity (Ji et al., 2023). This symbolic congruence is essential in maintaining sustained commitment and not intermittent contact. Another important dimension on UGT in non-profit digital communication is the social-integrative gratifications. Through the social media, NPOs are able to develop an online community where the stakeholders feel a sense of belonging and recognition and can establish a person- to- person relationship. At the staff level, this is made workable by donor recognition content, volunteer thumbs up content, dialogue content, and peer interaction content. The interactive form of interactive features like comments, polls, live sessions and invitations of user-generated content provide a boost to relational relationships between the organisation and its audience thus changing passive followers into active participants.

Empirical research shows that the perceived opportunities of social connection are identified as strong predictors of engagement intensity and advocacy behaviours in non-profit networks (Lee and Kim, 2022; Ji et al., 2023). Recent quantitative studies underline even more the topicality of UGT by providing empirical evidence that links fulfilment of gratification with quantifiable organisational performance. According to Kim and Kim (2024), volunteer recruitment and retention are closely related to the perceptions of staff about the content in

terms of the degree of satisfaction in the various dimension of gratification. On the same note, Zhou and Xu (2023) observe that engagement measures and perceived organisational trustworthiness are much higher, when the practitioners think content is able to provide emotional and relational gratifications. The significance of such findings is especially due to their projection of the perceptions of the staff as an analytic unit, with practitioners as implicated actors bridging the organisational goals, platform affordances, and user anticipations.

The explanatory power of UGT is also more eminent in the context of resource-constrained African NPOs. Small budgets, less access to paid promotion as well as structural inequalities imply that organisations are forced to be very dependent on organic modes of engagement. In these circumstances, the skill of personnel to reasonably predict all the gratifications of the audience and provide them with the help of strategically planned material becomes a decisive indicator of digital efficiency. Instead of high-production and multi-platform approaches, content forms that effectively meet the core audience requirements within the current capacity limits are common among practitioners. UGT is therefore able to provide a situational specific perspective of why authenticity, transparency and relational communication often are superior to technologically advanced practices within African contexts.

Notably, the methodological design of this study is informed directly by UGT as a theoretical explanation of the rationale of measuring the staff perceptions of content effectiveness. The questions based on UGT determine the level of informational value, emotional appeal and relationship influence of various content types as perceived by practitioners. The study addresses the theoretical constructs with the practical decision-making processes by placing emphasis on the perceived gratification fulfilment, thus increasing the internal validity and the connection with the context.

This methodology is a response to traditional critiques of non-profit communication studies that value audience self-reporting or external engagement outcomes and dismiss practitioner knowledge (Sundar et al., 2021; Dhanesh and Rahman, 2023). Altogether, Uses and Gratifications Theory provides a universal and adaptable method of discussion of non-profit social media communication in the perspective of organisational employees. UGT helps bridge the gap between theory abstraction and practice in that it acknowledges audiences as value seekers and practitioners as strategic facilitators of gratification. Its implementation in African NPO settings is not only enriching to the scholarly knowledge but also offers practical information on how stakeholder relations via digital mediation are possible to maintain in the conditions of structural and resource constraints.

### **2.1.2 Media Richness Theory (MRT)**

Media Richness Theory (MRT) has offered a sound theoretical approach to interpreting the differences in the ability of various media of communication to transmit information, minimize uncertainty and deal with ambiguity. Although originally postulated by Daft and Lengel (1986), MRT assumes that the media richness depends on four dimensions, including an opportunity to receive instant feedback, the presence of multiple communication signals (verbal, non-verbal, and visual), flexibility and interpretability of language, and the level of personal focus of the message. There is a greater belief that rich media, including video, pictures and live interaction prove most useful in equivocal communication activities where emotional sensitivity, trust building and fine-tuning interpretation is required. Lean media, such as text-based ones, on the other hand, are more suitable when it comes to the routine, simple, and direct information exchange (Tseng et al., 2021; Lim and Childs, 2022).

In the area of the non-profit social media communication, MRT provides essential understanding on the way organisational staff make strategic choices regarding the content formats subject to different contextual limitations. Communications that social media campaigns typically aim to express, such as social impact, beneficiary need or organisational responsibility, are usually complex and have emotional and moral aspects of them. In these situations, media formats that are more affluent allow organisations to convey empathy, authenticity, and credibility more effectively than thinner ones. Practitioner-wise, MRT has brought to light the significance of staff decisions when it comes to choosing the right forms of media to suit message complexity and audience anticipations and technological realities (Vanderhoven et al., 2022; Kim and Kim, 2024).

The empirical data is very strong to back the relevance of MRT in the explanation of the engagement and fundraising results in non-profit environments. Zhou and Xu (2023) show that rich media communication such as video storytelling, before and after comparison, as well as live streaming event considerably increases perceived organisational credibility and intent to donate in comparison to text-based updates. Equally, Oeldorf-Hirsch and Bowles (2024) discover that more user engagement is elicited by visually immersive and interactive content, although the researchers observe it in situations that have data cost constraints among audiences. These results indicate that audience still perceive media richness as a sign of trust and emotion even in the presence of infrastructural barriers, which supports the importance of rich format as a strategic asset in a well-planned use.

Nevertheless, MRT also underlines that media richness cannot be better under all the conditions. Instead, effectiveness is anchored on the congruence between complexity of message, access to audience and the organisational ability. The difference is especially

noticeable in African settings, where digital activities are determined by low-bandwidth conditions, mobile-first access patterns, and disparities in the affordability of the internet. Within these contexts non-profit organisations need to strike the communicative benefits of rich media against the threat that low-income or rural stakeholders might not have a reliable access to high-speed data services.

The MRT further shows the need of a sensible tradeoff of richness versus accessibility in the context of South Africa, where mobile data is still costly and internet connectivity can be unreliable. Even though high-definition video content has the capacity to bring emotional richness and reality, it can also be discriminative to people with restricted data bandwidth. Porter and Bosch (2023) illustrate that the dominant-platform approach to strategy, specifically the one based on Facebook, is best served when organisations focus on low-data, mobile-optimised forms of content. Alternatives such as short videos, compressed images, and vertical storytelling can be viewed as options that will maintain their emotional appeal and at the same time will remain exclusive and reachable. In the eyes of organisational employees, perceptions of media richness are of prime importance in the content strategy and campaign designing. In constant trade-offs between communicative effectiveness and accessibility to the audience, practitioners are always making decisions about the format to optimise engagement within the current constraints.

These assessment procedures are very consistent with the perceived richness of media that the MRT focuses on, but they understand that staff perceptions of media performance contribute to the content selection and performance evaluation (Kim and Kim, 2024). As a result, staff perception is brought out as a critical unit of analysis in the comprehension of how media richness is applied in reality as opposed to theory only.

Methodologically, MRT can be said to give a good theoretical explanation as to why it should include survey questions that look into assessment of format effectiveness in text, image, video and mixed-media content on the part of the staff. The questions that pertain to the perceived clarity, the emotional appeal, the ability to build trust, and the reach of the audience are directly informed by the core assumptions of MRT. Also, investigating how the tension between richness and inclusivity is negotiated by practitioners can result in a deeper context-sensitive analysis of the digital communication approach in a resource-limited setting.

Combined with Uses and Gratifications Theory (UGT), MRT provides an in-depth view of the non-profit social media communication through a practitioner-focused approach. Although UGT deals with the motivational aspect of why audiences are drawn to organisational content and what gratifications they desire, MRT augments this by dealing with the technical

and strategic aspect of how the desired gratifications can be achieved through proper media formations.

The theories, combined, allow a careful analysis of how the perception of the staff about the audience needs and media affordance determine platform selection, content prioritisation, and campaign evaluation. This combined theoretical response is especially appropriate to the Facebook-dominant and resource-constrained situations that the organisations like Afrika Tikkun may be. The interaction between the content strategy, media choices, and perceived stakeholder engagement as the framework enhances the theory as well as provides a practical direction when the non-profit organisation wants to maximise the influence of digital communication in the limitations of structural and financial resources (Kim and Kim, 2024; Ji et al., 2023).

## **2.2: Digital Marketing of Non-Profit Organisations.**

The digital marketing concept can be generally described as the tactical application of internet-related tools and platforms in order to promote organisational visibility, interaction with stakeholders, and the development of long-term relationships. In the non-profit environment, the digital marketing processes have some core differences with the commercial ones because they are less focused on generating profits and more on mission promotion, trust-building, and resource mobilisation (Kotler and Lee, 2018). In the case of South African non-profit organisations (NPOs), often operating with drastic financial, human, and infrastructural limitations, digital marketing provides a relatively low-cost possibility in surmounting traditional boundaries in terms of geography, funding, and reach to the audience.

In this respect, online platforms have served as a critical tool of expanding organisational presence beyond the local context and still offer constant contact with different groupings of stakeholders. Facebook and other social media platforms have become the focus of the digital communication strategies of South African NPOs. The affordability and ease of accessibility, and its massive usage are features that render Facebook a viable medium in terms of real-time communication and dissemination of large-scale content.

Digital marketing also allows reaching out to donors, volunteers, beneficiaries, and the general audience immediately, personalised and interactive, unlike traditional outreach channels such as print media or physical events, which have high production and distribution costs (Waters et al., 2019). With the use of social media, organisations may showcase an impact, publicly reward donations, and answer stakeholder questions directly, which would increase organisational legitimacy and emotional connection. Among other factors, transparency, particularly, access to financial reporting and genuine beneficiary stories, has

been recognized as an essential factor of a long-term commitment of donors and the institutional credibility (Zheng et al., 2021).

Digital marketing opportunities have also developed remarkably in South Africa as a result of the fast growth of mobile connectivity. As the internet penetration rate is set to reach almost 55 per cent by 2025 with a majority of this being through smartphone connections (Statista, 2025), mobileised digital approaches have become inevitable as the only way of inclusive engagement. The internet is seen as a major form of access by many South Africans, especially the youth and those that belong to less privileged families, through smartphones. Consequently, those content formats that value the use of short text, images that can be loaded quickly, and mobile-friendly donation systems have a higher chance of engaging a large audience and maintaining interaction.

It is empirically verified that mobile-optimised Facebook campaigns are particularly effective when it comes to expanding the organisational influence on underserved communities, which supports the significance of the mobile-first design in non-profit digital marketing (Chikandiwa et al., 2020).

Irrespective of these opportunities, South African NPOs still experience huge capacity-based issues that limit successful use of digital marketing strategies. There are numerous organisations that do not have committed digital communication personnel, high level of technological expertise, and adequate financial resources to maintain the online interaction. Poor strategic planning can lead to disjointed communication, lack of brand coherence, and poor utilization of engagement resources (Arli and Dietrich, 2019). There is no point in diminishing the credibility of an organisation in a digital setting where competition is fierce to gain attention due to the irregularity of posting schedules, lack of visual identity and lack of coordination in messages. Subsequently, the long-term continuity of a digital presence that is characterized by integrity, aesthetic continuity, and frequent information flow is paramount in fostering familiarity and trust in the stakeholders (Nah and Saxton, 2021).

A shifting issue is another obstacle presented by the changing algorithms of the most popular social media. The organisational content has increasingly been pushed out of the news feed algorithm of Facebook, thus focusing more on interpersonal interactions than institutional messaging, as the order has been shifted multiple times (Kapko, 2020). This change creates an extra burden on NPOs to create extremely entertaining content that can attract comments, shares and discussions. Although certain approaches, including selective use of hashtags, cross-posting, and influencer partnerships, can help to reduce decreasing visibility partially, all of them demand expertise and resources which many organisations might

not have available. As a result, interactive and more creative content promoting engagement is the most realistic and viable solution to resource-limited NPOs (Cho et al., 2019).

The larger socio-historical context of South Africa adds even more complexity to the practice of digital marketing. Trust within an institution cannot be presupposed in the post-apartheid society, full of historical injustice, failure of governance, and cases of organisational mismanagement. All these have added to the increased skepticism of the masses on fundraising calls and institutional demands. In this regard, the digital marketing approaches should focus on being transparent at every tier, an outline of how funds are spent, frequent reporting of the programme results, and the genuine depiction of the experiences beneficiaries go through (Svensson et al., 2022). These are mostly crucial when dealing with communities that are marked with socio-economic marginalisation and deep-rooted suspicion of formal institutions.

The recent research in the field of African non-profit communication highlights the potential of the change and the constraints of the digital adoption. Although South African NPOs are actively engaging in social media, as the means of amplifying marginalised voices and gather support abroad, they still face the problem of in-reliable infrastructure, expensive data, and resistance to technological change on the internal level (Munar & Gyimah, 2022). These contextual limitations demonstrate the ineffectiveness in blindly implementing Western models of digital marketing in African non-profit situations. Instead, there is a rising necessity in place-sensitive strategies that consider the realities on the ground, organisational capacity and patterns of access to the audience.

One of the ways to respond to these challenges is through partaking digital strategies. A co-created and shared content by beneficiaries, volunteers, and supporters leads to a sense of authenticity and credibility, as well as to the feeling of the collective ownership. Instead of framing audiences as unresponsive receivers of information, participatory practices allow them to be active members of society and participate in relationships. These approaches are consistent with the general trends in dialogic communication in non-profit marketing, where the creation of meaning is done through the interaction process and not unilaterally (Macnamara, 2020).

In the case of South African NPOs, participatory digital marketing is not only a mitigation strategy that helps decrease its resource base but also enhances trust and legitimacy through the centralization of stakeholder voices. Generally, digital marketing is a challenge and opportunity to South African NPOs. Digital platforms can offer efficient means to achieve visibility, engagement and mobilisation of resources, but their success will rely on being strategic in relation to organisational capacity, the realities of the audience and socio-

historical context. With the emphasis on transparency, consistency, mobile accessibility, and participatory engagement, NPOs could use digital marketing as a sustainable resource-based mission advancement channel in resource-limited settings.

### **2.3 Social Media Campaigns**

Social media campaigns are time-intensive, goal-oriented efforts to accomplish certain organisational functions, including fundraising spurts, awareness amplification, or behavioural change, by strategically using online tools (Kaplan & Haenlein, 2020). Campaigns differ from continuous digital marketing not only in their thematic focus but also in their clear time frames, which makes them especially applicable to urgent calls, those aimed at a specific date, or events commemorating national holidays, such as Giving Tuesday, disaster that necessitates an emergency appeal, or situation-specific advocacy (Wang and Chu, 2021). In the case of non-profit organisations, these efforts provide a viable and cheap source of mobilising resources at a high rate.

The interactive nature of Facebook and the opportunity to target ads at specific groups of people (demographics, interests, previous interactions) makes it particularly useful when a campaign is long-lasting and multi-stage (Kietzmann et al., 2020). Emotional content focused on change and hope always wins more in creating shares and contributions (Vafeiadis et al., 2019) and visual aids would further improve the output, when based on a genuine community opinion (Reilly and Hynan, 2020). Elements of strategic design have a critical impact. Action-based prompts are explicitly defined and therefore yield much higher response rates (Waters and Feneley, 2019), whereas connecting with culturally meaningful dates or trending hashtags builds on the existing social momentum to increase the visibility. The South African model of anchoring campaigns on Youth Day, Heritage Day, or international events increases coverage in local frameworks that are resonant in South Africa.

There is continued challenge in maintaining interest through a campaign lifecycle. Monotonous messages immediately lead to the detachment of the audience (Lovejoy and Saxton, 2019). Some of the possible countermeasures involve format diversification, i.e. mixing the impact stories with interactive polls, live sessions and donor acknowledgements, and purposeful disparity in tone and point of view (Dolan et al., 2019). These strategies fight boredom and the feeling of belonging to a community. In South Africa, a culturally diverse linguistic and ethnically diverse environment, cultural congruence is a must. Content that can use a local language, local symbolism, or a revered figure in a community will create significantly more trust and spread (Arora and Sanni, 2019). Localisation goes beyond translation, into metaphors, norms, and visual displays, which resonate with realities experienced by recipients (Mabweazara and Mudhai, 2021).

Although there is an improvement of infrastructure, access is still not even. Mobile penetration keeps increasing, but lower-income consumers face a disproportionately high number of data costs and power outages (Mano, 2020). Low-bandwidth optimised campaigns - the use of compressed media and a text-based alternative - are more widely inclusive. Multimedia format that is mostly accessed through mobile gadgets is especially advantageous to youth-oriented organisations. Tactical decisions are defined by platform affordances. Facebook encourages prolonged conversation, organising and numerous fundraising features, which make it a perfect fit as a complex, relationship-oriented campaign (Briones et al., 2021). Instagram and Tik Tok on the other hand reward succinctness and virality, which are better deployed to informative bursts than donation campaigns.

Organic visibility is significantly decreased by algorithmic prioritisation of personal over organisational content (Kapko, 2020). The inability to evade these limitations is much more effectively addressed by campaigns that will prompt a discussion, whether by posing questions, inviting tagging, or sharing stories, than by announcements that move only in one direction (Cho et al., 2019). Organic work is often bolstered by modest paid amplification to engaged or similar audiences. Assessment goes beyond the superficial measures. Whereas reach and impressions can be easily measured, more meaningful indicators of impact, conversion rates, qualitative sentiment, and narrative resonance can be more insightful (Khajeheian et al., 2022).

The learning on the basis of these data is carried out iteratively, and the adjustment of the campaign in the middle and the planning of the future. The abundance of Western-based literature restricts the relevance to African situations, in which the fragility of infrastructures, the anticipation of donors, and social-political sensitivities vary significantly (Tetteh and Amponsah, 2021). The demand to decolonise digital scholarship is growing, with the idea that research should be based on continental realities (Mutsvairo & Ragnedda, 2022).

#### **2.4 Facebook and Non-Profit Making Campaigns.**

Facebook is still among the most popular social media platforms of non-profit organisations (NPOs), with more than 3.5 billion monthly active users in its ecosystem, including Facebook, Messenger, and Instagram (Kaplan and Haenlein, 2020). Its huge presence especially in the Global South, is an essential channel through which NPOs can promote advocacy, create awareness and access resources. Facebook for South African organizations, such as Afrika Tikkun, offer a collection of online solutions, including live videos, fundraising, event pages, and groups, and targeted advertising, which enhance social missions and reach stakeholders, regardless of socio-economic and geographic divides.

The fundamental features of Facebook are interactivity and visibility which is facilitated by an algorithm. The content that sparks a high user engagement, such as likes, comments, shares, and reactions, is preferred on the platform to generate a virtuous cycle where the campaigns that evoke a real discussion are promoted (Bucher, 2019).

This design enables NPOs to establish more powerful connections with their audiences with emotionally engaging and contextually relevant content. Waters and Feneley (2019) emphasize how Facebook is great at disseminating messages and providing direct consequences in the form of donations through the use of built-in features such as the Donate Now buttons and fundraisers. Guo and Saxton (2021) confirm that these mechanisms significantly increase fundraising combined with powerful stories and a consistent brand. Nonetheless, academic evaluations of the Facebook ability in dialogic interactive engagements have shown contradictions by focusing on two-way communication, which is reciprocal. Saxton and Waters (2020) condemn many NPOs to using the platform as primarily a broadcasting platform, thus not taking advantage of the opportunities to create meaning together with followers. Kent and Taylor (2002) have impacted a discussion on social media dialogue, but most organisations do not leverage concepts such as responsiveness and mutuality (Taylor and Kent, 2014). In their turn, Lovejoy and Saxton (2012) also note the movement, including the increased implementation of comment threads, live Q&A, and user-generated content as such evidence of the dialogic practice's development among the NPOs. Mobile and Internet access in South Africa is increasing, which increases the importance of Facebook.

According to DataReportal (2025), in early 2025, 41.5% of the South Africans or 26.7 million people were active social media users, with Facebook as the most popular platform with 26.7 million users. Such popularity, combined with the low mobile data price and the popularity of mobile-only connection, makes Facebook one of the primary arenas of civic engagement, particularly in townships and peri-urban regions (Bosch, 2017). This is an advantage that Afrika Tikkun uses since it provides localised, mobile-friendly content in either visual or audio formats to capture the attention of underserved youth.

However, an obstacle softens this possibility. This has seen algorithmic updates push organisational content further to the background in favour of personalised interactions and reduced organic reach unless the content gains instant momentum or is boosted (Bucher, 2021; Fuchs, 2021). In the case of resource-constrained NPOs operating in the developing environment, it demands the channeling of funds towards promotions or ad management, which begs the question of sustainability in the long term (Duffy and Pooley, 2019). Facebook will tend to be the leading or even the only platform in this type of environment since limited

resources and manpower do not allow broader digital exploration. Analytics and customized engagement are therefore of the essence to NPOs as it should maximise the impact on this dominant channel. Besides, the effectiveness of Facebook in making things a reality should be approached with precaution. Although it is doing well at awareness and simple engagements such as likes and shares, they do not always result in long-term assistance and donations (Moreno et al., 2021).

According to Lim (2020), there is a threat of what he calls slacktivism, in which empty actions replace more substantive participation. Digital divides exacerbate this in South Africa: rural or older users can disengage because of connectivity barriers, low literacy and lack of familiarity (Mabweazara and Mudhai, 2021). Online campaigns should therefore be combined with offline operations to make NPOs more inclusive.

These obstacles notwithstanding, strategic Facebook application is critical to South African NPOs. Alkhowaiter and Boateng (2021) show that community-based and localised stories and images can be more engaging than generic posts. Tetteh and Amponsah (2021) supplement that the use of cultural stories, such as the use of local beneficiaries and local languages or national celebrations, creates a deep sense of emotions that motivates action and donations.

In the case of Afrika Tikkun, the emphasis put on the themes of youth empowerment, community development, and education supports their image. To optimise, NPOs are turning to Facebook Insights and Meta Business Suite to analyse the demographics, time optimisation and performance metrics to be able to optimise refinements (Khajeheian et al., 2022). This aversion to a monopoly platform such as Facebook in resource-heavy environments will guarantee overextension-free high-impact digital strategy.

## **2.5 Challenges and Opportunities in south Africa Non-Profit Sector.**

The South African non-profit sector is a difficult socio-economic and digital environment that simultaneously limits and determines the application of Facebook as an advocacy and fundraising tool. In the case of organisations like Afrika Tikkun whose mission is the empowerment of the youth in the poor neighbourhoods, these contextual realities immediately affect how the Facebook campaigns are designed, reached and impacted. Limited budget is one of the major obstacles.

The majority of the NPOs in South Africa operate on a very limited operational budget and do not have any specific digital marketing budgets at all (Arli & Dietrich, 2019). Such a lack of resources does not allow investing in employee education, content creation tools, and platform analytics, leading to poor branding, inadequate posting schedules, and poor

performance data analysis (Bosch & Wasserman, 2018). As a result, most organisations are finding it hard to transcend mere posting to evidence-based campaigning which is strategic. What further makes this a resource limitation is the gradual decrease in organic reach due to the changes in Facebook algorithm. New updates have progressively demoted organisational content to promote personal posts, making pages of NPOs significantly less visible unless posts attain an exponential initial gain (Bucher, 2021; Fuchs, 2021). This algorithmic change has a disproportional negative impact on resource-starved South African organisations, where paid promotion is often not an option, and instead requires resourcefulness and social goodwill as an alternative to financial enhancement to keep the visibility alive.

Despite these challenges, the mobile-first digital environment is an opportunity in South Africa. More than 90 percent of the population have a mobile phone, and the vast majority of internet usage is done through a smartphone, where Facebook is the leading platform (DataReportal, 2024). This fact supports mobile-optimised content, which is lightweight, visually rich, and contains short videos, text-overlay photographs, and fast-cut stories, which are fast to load on the low-end devices and on limited data packages (Keefe, 2020). In the case of Afrika Tikkun, presenting youth success stories in such formats is highly congruent with platform affordances and the patterns of consumption by the audience.

Nevertheless, the problem of donor and public scepticism is a wide-spread issue. The historical inequalities, the high-profile scandals of charities, and the exposure to the online misinformation have contributed to the deep mistrust of the institutional appeals (Mabweazara & Mudhai, 2021). Transparency and cultural resonance are not to be compromised in such an environment. The audiences of South Africa react much better to the content that shows visible effect, includes references to local languages and names, and authentic voices of beneficiaries instead of refined institutionalized messages (Arora & Sanni, 2019). The lack of incorporating these aspects will result in an immediate lack of engagement or even rejection of fundraising calls. There is also low digital literacy among the staff and intended communities, which further complicates execution. At least in rural and peri-urban regions where most NPOs are active, platform proficiency is not a given (Mano, 2020). It not only impacts the quality of the content generated but also the level of engagement obtained because beneficiaries and supporters might have a hard time commenting, sharing or even carrying out online donation procedures. With such mutually reinforcing constraints of budgetary boundaries, algorithmic suppression, hereditary scepticism and intermittent digital literacy, successful Facebook approaches to South African NPOs will have to prioritize simplicity, sincerity and mobile optimisation at the expense of bridging reach gaps through unyielding emphasis on trust-building and community-relevant narrative. The literature that

mostly has a Western background does not provide much information on how these circumstances should be handled (Tetteh and Amponsah, 2021; Bosch, 2017).

## **2.6 Empirical Review**

The existing empirical research on the use of social media by non-profit organizations (NPOs) demonstrates that the overall global trend towards digital platform use is rather homogenous, but the character, the extent, and the methodological direction of the evidence varies widely in different regions. Quantitative studies are prevalent in the literature globally with most of them basing their research mainly on adoption rates, engagement metrics, and audience-based performance indicators.

In North America and Europe, the numerous quantitative studies offer a lot of information about the correlation between the use of social media and the outcomes that organizations have. In a survey of 500 U.S. NPOs, Xu and Saxton (2021) established that over 85 per cent of organisations use Facebook as the main means of communication. Although adoption of the platform was high, perceived performance distinctions were quite significant across campaign types. Fundraising campaigns, which included interactive elements, i.e., live broadcast, poll, and post comments engagement were rated as the most effective, which also implies that the interactive element is what matters even more than the platform presence to achieve desired results. This observation serves as a reminder of the increased focus on the importance of two-way communication as a catalyst of digital success. In a similar fashion, European non-profits (Lee and Yoon, 2022, panel analysis of 300 such organizations) exhibited much higher success with content strategies that combine emotional appeal and measurable social impact than informational messages only. They found that the retention rates of the donors by such hybrid content strategies increased by 40 per cent. This puts the significance of the narrative frame and emotional appeal to the continuation of long-term stakeholder relationships into the limelight, especially in the case of donor-based relationships. Taking the same standpoint and applying it on a global scale, Zhou and Xu (2023) reviewed 1,200 social media campaigns by leading NPOs around the world. Their research findings showed that video-based story telling boosted content share rates by 62 per cent and perceived organisational trust worthiness by 35 per cent according to self-reported information given by employees. This result applies especially well, since it considers practitioner perceptions as opposed to using external measures of engagement exclusively, thus recognizing the interpretive value of internal actors in determining campaign effectiveness. In Asia, Kim and Kim (2024) used structural equation modelling to examine data of 450 non-profits and confirmed that the relationship between multimedia richness and the results of volunteer recruitment is strong and positive. Markedly, 28 per cent of this correlation

was mediated by the staff perceptions, which shows that the organisational results are highly influenced by the interpretation of digital performance by employees. This supports the claim that staff-level knowledge is not simply a peripheral one but a core part of how digital communication effectiveness works.

The empirical landscape is also enhanced by experimental methods. Eldorf-Hirsch and Bowles (2024) used their experiments with 600 individuals and showed that, in comparison with generic messaging, personalised Instagram content increased the amount of engagement by 45 per cent. This observation can be linked to the larger trends that focus on customisation and targeting of audience in digital communication strategies. Also, by tracking 250 global health NPOs, Guidry et al. (2020) discovered that explicit calls-to-action incorporated into the storytelling format were associated with a 30 per cent conversion rate, which is the behavioural effect of strategic content design. Carboni and Maxwell (2022) go to question 400 organisations in the United States and found transparency reporting to be the most significant forecast of long-term funding sustainability, which further legitimizes the principle of openness and accountability as the key in non-profit communication. Although this has been a broad evidence base across the world, empirical studies on African focus are relatively few. However, new quantitative studies are noteworthy in terms of region-specific findings.

A quantitative assessment of 150 South African NPOs by Chikandiwa et al. (2020) revealed that mobile-optimised Facebook campaigns reached 55 per cent of the underserved geographical areas, which was mostly attributed to high smartphone usage. The observation is critical in terms of the structural significance of mobile access in defining digital interactions in African settings. Tetteh and Amponsah (2021) also offer some additional comparison evidence, having evaluated 200 NPOs in Ghana and South Africa. In their work, they found out that the localisation of storytelling material was found to increase the intention to make a donation by 48 per cent. Nevertheless, respondents of staff identified the constraint of algorithms as one of the key constraints, which recommends that the governance frameworks of platforms may hamper the visibility despite the strategic effort of content. This also presents a significant contextual variable that has been under-researched in Global North research. In a survey conducted by Mano and Willems (2021) on 300 sub-Saharan African organisations, they observed a negative relationship between perceived campaign effectiveness and low digital literacy among staff of 35 per cent. As a result, simpler, text-light content formats were preferred by practitioners, which are closer to the skills held and organisational abilities. This result contradicts these assumptions that media richness has been found to have better results as a universal and instead indicates the significance of matching strategy and the internal capabilities. Another dominant theme in the African digital environment is that of transparency-

oriented communication. The findings of the analysis by Mutsvairo and Ragnedda (2022) of 250 observations of African digital activism revealed that transparency-related Facebook posts raised stakeholder trust by 42 per cent, which was mainly determined by content performance metrics. This supports the fact that, trust-building is an important role of social media communication in a setting where institutional credibility might be weak. The key to strategic focus instead of platform diversification is also supported by Porter and Bosch (2023) whose survey of 180 South African NPOs showed that dominant-platform strategies, mainly those focussing on Facebook, were 60 per cent more efficient in mobilising resources than multi-platform strategies. The main forces that led to this were found to be budgetary and capacity constraints. To add to this, by using a mixed-method approach that involved interviewing 120 civic organisations, Bosch and Chiumbu (2023) discovered that youth-targeted messages conveyed through mobile platforms increased the number of volunteers by 50 per cent, yet these benefits were mediated by infrastructural inequalities. Together, these studies confirm the importance of Facebook, authenticity, transparency and contextual compatibility in non-profit communication on the web. Yet, they also demonstrate a continuous disjunction in quantitative, staff-perception-based studies in African settings. This void restricts the generalisability of the theory and applicability of practice, which highlights the importance of the current research in terms of developing empirically based, situation-specific understanding of African NPO digital communication practices.

## **2.7 Research Gaps**

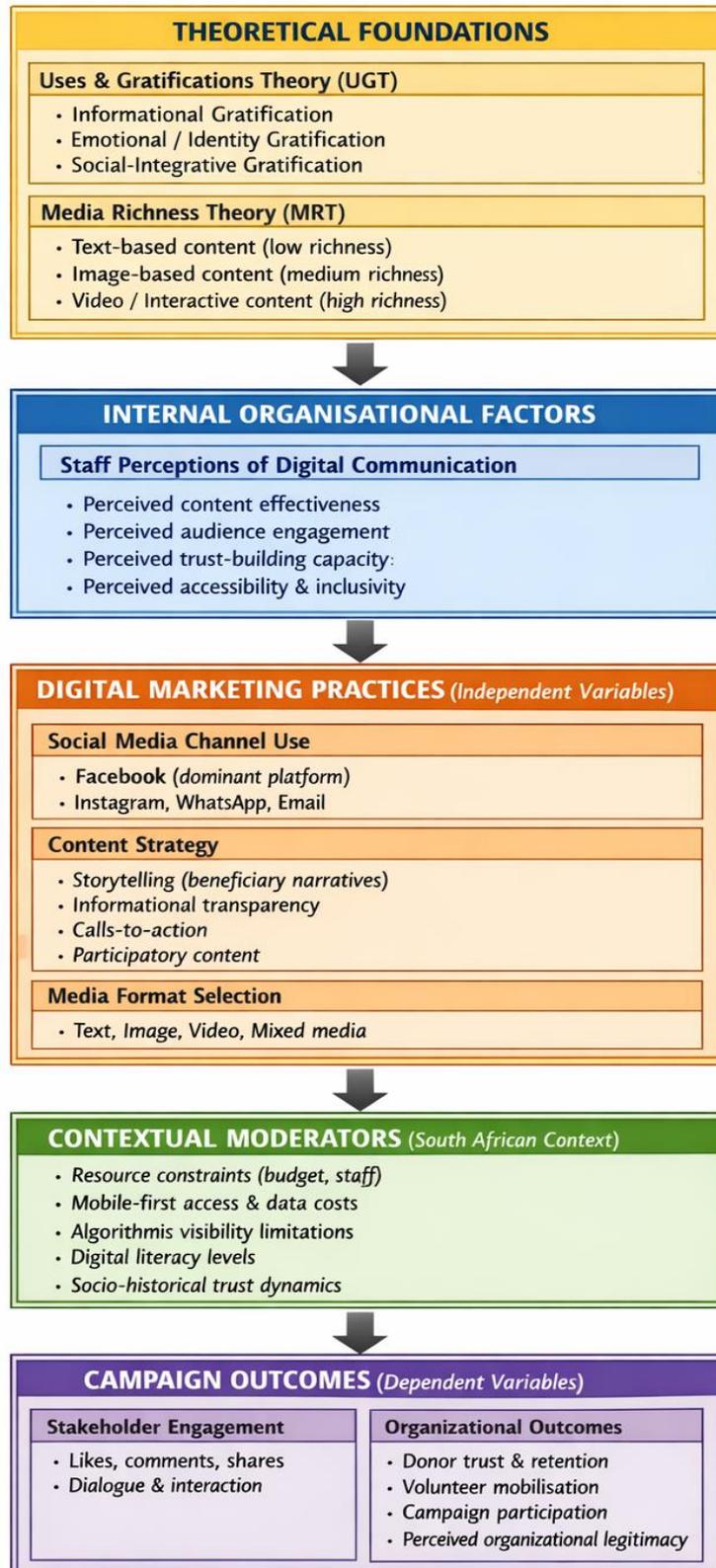
Although non-profit digital communication scholarship has made significant advancements over the years, there are four major gaps in it that are tackled directly by the given study.

Firstly, the current body of quantitative evidence is still too much of a Western- and high-resource-focused one. The research carried out in North America (Xu and Saxton, 2021; Carboni and Maxwell, 2022), Europe (Lee and Yoon, 2022), and Asia (Kim and Kim, 2024) is usually based on organisations that have their own digital team, solid infrastructure, and paid promotion. These contextual assumptions make their findings only partially applicable to African Nonprofit Organizations that have to work under the harsh budgetary, technical, and infrastructural conditions (Porter and Bosch, 2023; Bosch and Chiumbu, 2023). Secondly, despite the increased African scholarship (Chikandiwa et al., 2020; Tetteh and Amponsah, 2021; Mano and Willems, 2021), there are practically no serious quantitative studies that focus on internal staff perceptions in Africa. There is inconsistent research on the qualitative approaches, external participation indicators, or donor-centered surveys, and practitioner

evaluation of platform appropriateness, the quality of content, and the results of campaigns are under-researched.

Thirdly, dominant-platform concentration - predominantly witnessed in South Africa as well as in the rest of the Global South (Porter and Bosch, 2023) - as a strategic decision-making that brings about rationality in resource scarcity has not been analysed in a systematic manner. Multi-platform diversification is still promoted in global literature, but it supplies few details on whether the intentional shift towards a single high-reach channel (mostly Facebook) is an appropriate adaptation of low-capacity organisations is.

Fourth, although repetitive content areas linked to high performance are studied across the world (Waters and Jamal, 2021; Zhou and Xu, 2023), no African-based quantitative study has described the ranking of the relative performance of repetitive content areas at the local level about creating engagement in stakeholders, donor behaviour, and volunteer participation. The current study bridges these gaps by administering an organized quantitative survey of the Afrika Tikkun digital marketing team to assess staff views of platform dominance, content type performance and outcome variables in a resource-bound South Africa space, and therefore, provides contextually related and practitioner-based research evidence in the field.



**Figure 1:** Conceptual Framework for Digital Marketing for Non-Profit Organisations in South Africa

## **2.8 Overview of Afrika Tikkun: History, Structure, and Operations**

Afrika Tikkun is a long-standing South African non-profit organisation that was established in 1994, in a relatively young post-apartheid society, when there were high levels of socio-economic inequality and lack of opportunities among children and youth in the formerly marginalised groups of South Africans. The organisation was established due to continuous structural problems like poverty, youth unemployment, low levels of education and lack of social inclusion especially in the urban townships and under-resourced regions.

Afrika Tikkun started as a small local community-based project but has over time become a nationally recognised organisation with great emphasis on long-term and sustainable youth development. At the heart of its philosophy is the realization that social problems are complicated and interdependent and thus cannot be sufficiently addressed using individual or short-term solutions. This view influenced the overall organisational development process and guided the design of the integrated service delivery model. Afrika Tikkun has built accountability, impact-driven programming, and partnership-based relationships with other organizations over the years, making it one of the most important players in the youth empowerment and social transformation process in South Africa.

This service delivery model is based on the Cradle-to-Career 360deg of the organisation, an all-encompassing development model to take care of children and young people during the early developmental stages through adolescence into adulthood and employment. This model acknowledges the fact that developmental outcomes are affected by numerous, interconnected factors and thus incorporates support in the fields of education, health, psychosocial well-being, and economic inclusion. The primary set of activities of Afrika Tikkun are early childhood development programmes to prepare children to attend school, academic support of primary and secondary school students, health and nutrition services to improve physical health, and psychosocial and family support services to enhance emotional stability and family stability. Moreover, the organisation provides life skills training and youth employability programmes aiming at career readiness, placement to workplace exposure and access to higher levels of education or employment. By operating on these dimensions at the same time and in the same way over time, Afrika Tikkun aims to break intergenerational poverty and vulnerability patterns and help young persons to successfully graduate into productive, independent adulthood.

Under organisational governance, Afrika Tikkun has a structured formal governance and management framework that is aimed at providing strategic oversight, ethical leadership, and operational efficiency. A Board of Directors governs the organisation, which has policy direction duties, fiduciary accountability and regulatory compliance responsibilities. An

executive leadership team is in charge of day-to-day operations and is assisted by programme managers, technical specialists, and administrative personnel. Afrika Tikkun has a significant number of employees, whose best guess is between 500 and 1,000, as it has numerous communities in which it operates. These workers are educators, early childhood development practitioners, social workers, youth development facilitators, and healthcare professionals, monitoring and evaluation personnel, and administrative staff. Besides paid workers, the organisation also enjoys the input of volunteers, interns and partner organisations, which also increases its working capacity and community coverage.

Afrika Tikkun presents its programmes in a system of community-based centres in the urban and peri-urban regions of South Africa. These centres are also affordable and secure environments that enable beneficiaries to get long-term, structured, and regular assistance. The organisation also gives a high priority to monitoring and evaluation in order to measure the success of the programmes, measure developmental outcomes, and demand transparency and accountability to the donors and stakeholders. Collaboration with government departments, corporate donors, philanthropic foundations, and civil society organisations are vital in making the organisation sustain its operations as well as make its impact broader. Over the last several years, Afrika Tikkun has been adopting digital communication and social media as additional operational and engagement strategies, relying on these channels to increase visibility, impact communication, resource mobilisation, and relationship building with donors, volunteers, and the general population. This increased focus on digital interaction is indicative of the adaptive sustainability and stakeholder management of the organisation in a non-profit environment marked by resource scarcity and dynamism, and is nonetheless consistent with the main aim of the organisation, which is holistic youth development.

## **Chapter Summary**

This chapter has critically examined the modern literature on digital marketing communication and social media campaign practice in non-profit sector with specific reference to the South African setting and inner world of campaigning employees. The conceptual review illuminated central constructs, namely digital marketing communication, social media campaigns, stakeholder engagement, donor and volunteer behaviour and perceived effectiveness, as the analytic framework of a quantitative, practitioner-based study.

The empirical review established that Facebook has global and regional dominance, authentic and transparent content outperforms, and that the growing awareness of the resource-starved African NPOs logically shift their energies towards one primary platform instead of diversification. The review, however, showed that the majority of quantitative

research is based on high-resource and Western environments and external measures whereas African research is highly qualitative and donor-oriented. The Uses and Gratifications Theory and Media Richness Theory were introduced as two theories that are complementary since they support the rationale behind the assessment of staff perceptions of need-satisfaction by the audience and media-format effectiveness in a mobile-dominant, low-bandwidth context. It was shown via contextual analysis that unresolved issues included algorithmic downfall, financial constraints, digital-literacy divides, and donor-scepticism; and that mobile penetration and cultural openness to localised storytelling could provide opportunities.

They were found to have four important gaps in research: Western bias, insufficient staff-perception quantitative research in Africa, no analysis of dominant-platform strategies, or practitioner-rated content effectiveness data in resource-constrained conditions. Through filling these gaps by a systematic survey of the digital team of Afrika Tikkun, the given study provides new and context-specific findings that have immediate implications to the South African and other African non-profit organisations. The chapter therefore offers a solid academic basis to the methodology, results, and suggestions of the other chapters.

### **3. Research Methodology**

The proposed research is based on a quantitative, descriptive case study research design that is aimed at analysing the perceived effectiveness of social media campaigns on the performance of Afrika Tikkun on the digital marketing level. The emphasis on the digital marketing personnel in the organization as the developers, implementers, and evaluators of the campaigns would give first-hand information about the effectiveness of the campaigns as seen by the practitioners. The descriptive method can be used to measure practices, trends, and outcomes, including online presence, access to donors, and publicity, in a systematic way but does not affect behaviour. Utilization of structured online questionnaire on the marketing team collected the data that facilitated efficient, reliable, and replicable analysis of the data. This design offers a solid guide to determine the effect of organizational strategies on creating awareness, engagement, and stakeholders' involvement in social media, specifically Facebook, and the ability to measure the employee perceptions about the campaign effectiveness.

#### **3.1 Research Philosophy**

This research is based on the philosophy of positivism that dwells on observable phenomena, measurable results, and objective analysis (Creswell and Creswell, 2018). Positivism presupposes the possibility of measuring social phenomena and determining the relationship between variables with a statistical methodology (Saunders et al., 2019; Bell et

al., 2022). This philosophical perspective complies with the aim of the study which is to evaluate the perceived efficacy of the social media campaigns conducted by Afrika Tikkun in quantifiable metrics, including reach, engagement, and audience reaction. Positivism method is more valid, can be replicated and findings can be compared with other non-profit situations (Bryman, 2016). It promotes the application of orderly tools and quantitative data and minimizes researcher bias (Neuman, 2014). Investigating the objectively generating empirically testable data, the study aims at the perceptions of the digital marketing employees as a unit of stakeholders, which, in turn, facilitates an investigation into the organizational practices and the impact they have on online communication (Cohen et al., 2018; Saunders et al., 2019; Creswell, 2014).

### **3.2 Research Design:**

The descriptive quantitative case study research design was chosen to examine the online marketing behavior of Afrika Tikkun on social media. This design enables the researcher to observe the practices as they exist without interference with the focus on the measurable results of the research, i.e., the frequency of messages, the reactions of the audience, and the dissemination of the content (Bryman, 2016). The descriptive approaches allow objective quantification of patterns and trends that can be analyzed and repeated (Yin, 2018). Using a case study approach puts the digital marketing activities of Afrika Tikkun in the context of the African non-profit community, which can be used to make similar organizations more informed (Stake, 2020).

Quantitative data can help to evaluate the effectiveness of the campaign statistically with tools like SPSS, to have the correct comprehension of what the staff perceives (Field, 2018). This type of design is applicable when it comes to assessing social media interactions that create measurable data, such as likes, shares, comments, impressions, which inform engagement and campaign performance patterns (Kotler et al., 2021; Zailskaite-Jakste and Kuvykaite, 2016). By engaging one of the stakeholder groups, the study will focus on a contextually relevant and valid results but will stay consistent with pertinent theories of digital interaction and social media efficacy (Saxton and Wang, 2014). Overall, this design will provide a systematic and objective method of evaluating the ways in which Afrika Tikkun uses social media to create greater visibility and interaction.

### **3.3 Research Strategy**

The survey research strategy was used to gather quantitative information among the digital marketing employees of Afrika Tikkun. The surveys are especially appropriate to descriptive case studies and offer standardized data of a given population (Saunders et al., 2019; Creswell, 2014). This plan entails quantitative impressions of campaign efficacy, such as

content delivery, audience participation, and message articulateness. The survey design will facilitate generalization of results in the given case and make it possible to conduct structured statistical analysis (Bryman, 2016). Google Forms were used to deliver the online questionnaire, which increased access, response rates, and efficiency. The data gathered were analyzed systematically by relying on descriptive and inferential statistics that gave evidence on trends, perceptions and being able to correlate campaign practices and perceived effectiveness. Representing the views of the personnel directly involved in the design, implementation, and the evaluation of campaigns, the study can guarantee the accuracy of the data and the context of the information, because it includes digital marketing personnel only (Kotler et al., 2021; Bell et al., 2022; Yin, 2018).

### **3.4 Population and Sampling**

The sample of the research was the online marketing and communication employees of Afrika Tikkun, including the campaign planners, content developers, and social media planners. It is them who plan, implement and evaluate campaigns and therefore they will be the ideal individuals to be questioned on perceived campaign effectiveness. Purposive sampling was used to sample social media management participants because they had the experience-related to this area (Etikan et al., 2016; Saunders et al., 2019). The target group included 80 staff of the digital marketing personnel that is the entire digital marketing staff. To obtain informed answers, the respondents needed to possess at least 6 months of experience regarding running or offering support to the social media campaigns of Afrika Tikkun.

The focus of such strategy is on both quality and relevancy of the data instead of breadth to provide a concentration and tell on a valid dataset. Secondary sources such as information in social media, news in websites, and campaign results reports were used to complement primary data to come up with a holistic picture of the campaign practices and campaign results (Bryman, 2016; Kotler et al., 2021; Yin, 2018).

### **3.5 Data Collection Method:**

The data were obtained with the help of the structured online questionnaire designed in Google Forms as it is one of the most effective, scalable, and appropriate means to locate the data among digitally literate population (Creswell and Creswell, 2018). The closed-ended questions were related to the perception of the effectiveness of the social media campaigns among the staff (i.e. engagement with the audience, clarity of message, frequency, and reach). The answers were received in a five-point Likert-scale (1 Strongly Disagree; 5 Strongly Agree) (Saunders et al., 2019; Bell et al., 2022). The logistical costs had been reduced and the answers automatically recorded through online administration. Participants were given voluntary participation consent form in the form of an email request, and they contained

confidentiality and voluntary participation information. Data privacy and integrity were provided through anonymization, storage, and encryption (Resnik, 2020). The style assisted to introduce uniformity, dependability, and suitability to gauge the impressions of online marketing success.

### **3.6 Data Analysis**

The SPSS version 27 was used to analyse the data. Demographic data and patterns of responding were presented by descriptive statistics, such as frequencies, percentages, means, and standard deviations (Field, 2018). The relationships between the variables of the campaigns, staff experience, and perceived audience engagement were analysed with inferential statistics, such as Pearson correlation and chi-square tests (Creswell and Creswell, 2018). To create a clear illustration of findings, data presentation was based on tables, graphs, and charts (Saunders et al., 2019). The level of statistical significance was determined to be 0.05 to establish validity and reliability of findings (Bryman, 2016). This method is consistent with the positivist paradigm, as it gives objective and evidence-based explanations of the staff perceptions of the effectiveness of the social media campaigns. It is the descriptive and inferential statistics that allowed conducting a complete analysis of the major variables and making conclusions about the effectiveness of non-profit digital marketing campaigns (Kotler et al., 2021; Zailskaitė-Jakstė and Kuvykaite, 2016; Saxton and Wang, 2014).

### **3.7 Ethical Considerations**

The research has followed the high ethical standards to safeguard the subjects and guarantee integrity. This was cleared by the internal review committee of Afrika Tikkun. The members gave informed consent online and were properly informed about the purpose of the study, voluntary participation, and confidentiality (BPS, 2021; Creswell and Creswell, 2018). There were no personal identifiers gathered to keep the respondents anonymous, and they could withdraw without any hesitation. The data was coded and locked away and was only available to the researcher. The questionnaire was designed in a non-partisan, non-leading manner to eliminate bias, and measures have been implemented to eliminate coercion, where voluntary participation was highly encouraged (Bell et al., 2022). These practices were followed to ensure the observance of principles of respect, beneficence, and justice, which provided credible, ethical, and scholarly valid results (Resnik, 2020; Saunders et al., 2019).

### **3.8 Reliability and Validity**

Non-probability sampling was also employed, which guarantees the questionnaire's validity and reliability due to its development based on the existing models in the field of digital marketing and research of non-profits (Kotler et al., 2021; Saxton and Wang, 2014). Literature

review and professional assessment of two scholars in the field of marketing and non-profit studies have helped to guarantee content validity. Construct validity was used to match the survey questions to constructs that are important including campaign visibility, donor engagement, and social media performance (Creswell and Creswell, 2018). Reliability was also established by carrying out a pilot study on five Afrika Tikkun staff in terms of digital marketing to allow ambiguous items to be refined. Cronbach alpha was used to test internal consistency, and the value of alpha was equal or greater than 0.70 (Field, 2018; Pallant, 2020). The benefits of this research were reduced researcher bias due to standardized data collection and analysis methods and increased reproducibility and credibility, as well as generalizability of the findings on the perceived effectiveness of social media campaigns.

### **3.9 Limitations of the Study**

Although the methodology has rigor, it has some limitations. Stressing on the digital marketing team only omits the opinions of beneficiaries or donors, which can narrow the scope of information (Yin, 2018). Case study design limits the application to other non-profits, which may have other structures or campaign practices (Bryman, 2016). Self-report questionnaires over the Internet also potentially create bias of responses since the participants might exaggerate the effectiveness of campaigns (Saunders et al., 2019). Efforts like anonymity and neutrality were put in place to curb these problems.

#### **Summary:**

This chapter has explained the research design employed in the evaluation of the perceived effectiveness of the social media campaigns of Afrika Tikkun. The use of a quantitative descriptive case study design provided an opportunity to conduct the systematic analysis of measurable variables, such as campaign visibility, engagement, and the interaction with donors. The research was limited to the digital marketing personnel through purposive sampling that guaranteed the accuracy of data and its contextual relevance. The high-quality, reliable, and ethically collected data collected via structured online questionnaires and analyzed with the SPSS were helpful in supporting the evidence-based interpretation of non-profit digital marketing practices.

## **4. Research Results and Discussion**

This chapter gives and discusses the empirical findings of the perceived effectiveness of Afrika Tikkun social media campaigns. A structured online questionnaire was used to gather data on 83 respondents, which is slightly above the intended sample but provides a full coverage of the concerned population. After screening and cleaning, the data were analyzed with the help of IBM SPSS Version 27, which is in line with the positivist philosophy of the study and quantitative descriptive case study design. The work is mostly descriptive, and there are less elements of inferential insights where needed. The results are organized around four major themes related to the research objectives, that is, stakeholder engagement, platform effectiveness, challenges and opportunities, and the influence of social media on donor and volunteer behaviour. The chapter also includes demographic description of the respondents, the display of results in table and textual formats and the conclusion of the chapter with discussion, which places the findings in the context of the South African non-profit sector, and draws implications of practice and strategic digital involvement.

### **4.1 Response Rate**

The research response rate was very high, and it was possible to cover the target population with 100 percent effectiveness. The designed online questionnaire was shared with the whole department of digital marketing and communication at Afrika Tikkun and included 80 employees according to the internal register. Eighty-three responses were obtained, which were usable and therefore a little bit more than the planned census because of the possibility of temporary or newly onboarded team members. All 83 records provided valid data to the analysis after data cleaning (removal of the incomplete or duplicate entries where possible). The high precision rate is due to a number of methodological strengths, namely: (1) purposive census sampling ensured that all eligible experts were targeted; (2) the application of Google Forms did not only make the survey easy and mobile-friendly but also was digitally literate, which in turn promoted trust and commitment among respondents; (3) direct relevance of the topic to the daily duties of respondents likely motivated respondents to complete the survey; and (4) the assured anonymity and confidentiality promoted trust and commitment, further. This high completion rate enhances internal validity and representativeness of the results, which will result in a well-developed near population-level perspective of perceptions among Afrika Tikkun in the digital team.

## 4.2 Demographic Profile of the Respondents.

Respondent profiling offers the much-needed contextual support to the interpretation of the perception of social media campaign effectiveness. The demographic and engagement aspects of the respondents are especially critical in digital marketing studies since age, position in the organization, duration of tenure, and social media usage behavior could affect the exposure to the campaigns as well as evaluative judgement. On the whole, the sample represents a digitally literate and work-focused generation that communicates widely with the online platforms of Afrika Tikkun.

**Table 4.1 Demographic Characteristics of Respondents**

Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Age Group	18–25	21	25.3	25.3	25.3
	26–35	30	36.1	36.1	61.4
	36–45	13	15.7	15.7	77.1
	46 and above	19	22.9	22.9	100.0
Gender	Male	45	54.2	54.2	54.2
	Female	37	44.6	44.6	98.8
	Prefer not to say	1	1.2	1.2	100.0
Relationship with Afrika Tikkun	Other	36	43.4	43.4	43.4
	Volunteer	24	28.9	28.9	72.3
	Beneficiary	13	15.7	15.7	88.0
	Donor	7	8.4	8.4	96.4
	Staff	2	2.4	2.4	98.8
	Missing	1	1.2	1.2	100.0
Duration of Involvement	Less than 1 year	33	39.8	39.8	39.8
	1–3 years	27	32.5	32.5	72.3

	Option 2 (ambiguous)	12	14.5	14.5	86.7
	4–6 years	6	7.2	7.2	94.0
	More than 6 years	5	6.0	6.0	100.0
Frequency of Social Media Use	Daily	70	84.3	84.3	84.3
	Weekly	10	12.0	12.0	96.4
	Monthly	2	2.4	2.4	98.8
	Missing	1	1.2	1.2	100.0

The demographic population describes that the respondents are optimally placed to make informed evaluations of the social media campaigns of Afrika Tikkun. The sample of the adult population used is predominantly young, with 61.4 percent of the respondents aged 35 years and below. This is an important factor to be considered because young generations are always linked with greater degrees of social network use, literacy with the platform, and sensitivity to online communication measures. Therefore, the perceptions that can be obtained in this study will reflect the process of attentive and regular exposure to online material as opposed to peripheral exposure.

The overall representation of sex is quite balanced, with 54.2% men and 44.6% women being the participants, which implies that there could be the slightest chance of having a gender bias in the overall perception results. The extremely low percentage of the respondents that did not want to state gender (1.2) does not have a significant impact on the overall sample representativeness. As in the case of the relationship of the respondents with Afrika Tikkun, the most common is the category of Other (43.4) that probably includes consultants, contracted digital specialists, interns or hybrid positions that are frequent in the modern non-profit communication setting. This piece of writing is suggestive of the adaptive and project-based human resources frameworks that define digital marketing roles in resource-starved non-profit organisations. A large proportion of the sample is also made up of volunteers (28.9%), beneficiaries (15.7%), which ensures that there is a wider range of perspectives than that which is formed by formal staff, but also people who are close to programme delivery and community impact. Smaller segments are the donors and permanent staff, as they have less direct participation in the execution of the digital campaigns on a daily basis. The most

respondents have a short tenure in the organisation with 72.3 percent having three years or less of engagement in the organisation. The trend indicates a dynamic and changing digital ecosystem, where role transitions are frequent and there is constant onboarding of new contributors. Although shorter-term tenure can impair long-term institutional memory, it also indicates flexibility and compliance with the trends of the digital communication, which evolve very fast.

Lastly, the frequency of social media usage is very high amongst the sample. Over four-fifths of the respondents (84.3%) indicate that they use social media every day, which validates that the participants have long-term exposure to digital platforms and, as such, are best suited to analyze the design of the campaign, the quality of its content and the outcomes of its engagement. This familiarity with platforms gives more weight to the ensuing results in terms of stakeholder engagement, campaign effectiveness and behavioural influence.

### 4.3 Social Media Stakeholder Engagement.

Afrika Tikkun, social media is one of the main tools of interaction with a wide audience of stakeholders, such as donors, volunteers, community members, and beneficiaries. In order to assess the effectiveness of these digital engagement strategies, the respondents were required to assess the level at which the social media activities of Afrika Tikkun facilitate information sharing, interactive engagement, emotional attachment and overall awareness about organisational activities. The results of the survey indicate that there is a moderate positive view on stakeholder engagement using social media with a grand mean of 3.53 out of five Likert scales. This indicates that, on the average, the respondents hold a view that the social media usage by Afrika Tikkun is partially useful in the engagement of stakeholders but could be improved in some aspects especially in the sphere of interactive engagement.

**Table 4.2: Descriptive Statistics – Stakeholder Engagement Items**

Item	N	Mean	SD	Min	Max
Content keeps stakeholders informed	81	3.60	1.37	1	5
Effective use of social media to engage stakeholders	81	3.60	1.21	1	5
Personal interaction with posts	82	3.32	1.34	1	5
Feeling connected to organisational mission	82	3.54	1.27	1	5
Improved awareness of initiatives	81	3.58	1.27	1	5

The descriptive statistics are that Afrika Tikkun does best in informational engagement. Both content and stakeholder informative and effective use of social media to communicate with stakeholders had a mean score of 3.60, which is moderately high in terms of stakeholder perception of the organisation disseminating information and communicated purpose clearly. Equally, the mean of the improved awareness of initiatives equated to 3.58, indicating that the social media campaigns are effective in increasing awareness of the stakeholders regarding the activities and projects that an organisation is engaged in. It was also noted that the respondents experience moderate level of attachment to the mission of Afrika Tikkun (mean = 3.54) as the organisation is able to evoke emotional appeal and mission fit via digital content.

Conversely, active participation, quantified as personal interaction with posts, i. e. liking, commenting, or sharing, had the lowest mean score of 3.32. This result may indicate that even as the stakeholders are actively consuming the information and are becoming aware of the current initiatives that the organisation is undertaking, they are not willing to engage in a two-way communication or interactive online behaviour. This difference between passive and active involvement is important. Investigations in non-profit online communication highlight how dialogic communication, in which stakeholders actively participate, reply, or comment, boosts trust, supports greater commitment, and generates long-term support (Lovejoy and Saxton, 2012; Nah and Saxton, 2013).

In general, the statistics indicate that the social media approach used by Afrika Tikkun works well to provide informational content and strengthen the emotional bond of the stakeholders to its mission. Nevertheless, the reduced ranks of active interaction suggest that the organisation might be enhanced by approaches supporting the dialogue and participatory participation, including interactive campaigns, user-created content, polls, or discussion threads. Enhancing this dimension of engagement not only might lead to the rise in stakeholder participation but also allow building long-term loyalty and trust.

#### **4.4 Perceived Effectiveness of Social Media Platforms**

The second study purpose aimed at evaluating how respondents believed that social media platforms, especially Facebook, would be effective in aiding the digital campaigns of Afrika Tikkun. Non-profit organisations have found social media to be a key ingredient to achieving their objectives, as they can reach a wide audience, to share their mission and to motivate stakeholders to join. Awareness of the perceptions of stakeholders regarding the effectiveness of the platform gives an idea of the extent to which digital strategies resonate with organisational goals and expectations of the audience.

In general, the results show that the perception of the effectiveness of social media is moderately positive, with the grand mean score of 3.62 on a five-point Likert scale. This implies

that overall, the respondents perceive the social media campaigns of Afrika Tikkun as moderately successful, yet they could be enhanced, especially, in more interactive and content optimisation. The descriptive statistics on the items evaluating the perceived effectiveness of social media platforms are given in Table 4.3.

**Table 4.3: Descriptive Statistics – Effectiveness of Social Media Platforms**

Item	N	Mean	SD	Min	Max
Facebook is an effective campaign platform	82	3.57	1.28	1	5
Content is visually appealing and informative	82	3.59	1.19	1	5
Posts encourage engagement and feedback	83	3.67	1.27	1	5
Campaigns align with organisational goals	83	3.67	1.28	1	5
Social media improves visibility and reputation	82	3.57	1.31	1	5

The Descriptive statistics indicate that respondents gave the highest rating to the alignment with organisational goals and encouragement of audience engagement with a mean score of 3.67. This indicates that the campaigns run by Afrika Tikkun are seen to be strategic in their sense of coherence as they convey the mission and goals of the organisation with the help of their digital content. The slightly lower, but still positive, scores on Facebook is an effective campaign platform (mean = 3.57) and social media improves visibility and reputation (mean = 3.57) suggest that the stakeholders recognise the role of the platform in awareness creation and promotion of the image of the organisation. Another point that respondents made is that the content is visually pleasing and educational (mean = 3.59), which also underlines the role of aesthetics and clarity in presenting the information in the most effective way.

Although these perceptions are generally positive, the medium level of agreement on all items indicates that there is room to improve. Although respondents acknowledge that campaigns by Afrika Tikkun are quite strategic and visually appealing, it is possible to optimise even more content formats, posting the time, and interactivity to promote engagement and feedback. The results emphasize that content quality, engagement with the audience, and alignment with the strategic approach should be balanced to ensure that social media activity does not only reach the stakeholders but can also provoke their involvement and sustainability. All in all, the findings suggest that Afrika Tikkun can effectively leverage its online presence, specifically, its Facebook page, and can do even more to enhance its influence by ensuring

that current strategies are further optimised to engage and interact with stakeholders more effectively.

#### 4.5 challenges and opportunities in social media campaigns.

It is important to know about the challenges and opportunities linked with the use of social media campaigns by non-profit organisations aimed at maximising their digital reach. In the case of Afrika Tikkun, stakeholders were requested to evaluate the level at which different variables contribute to undermining or contributing to the success of its social media programs. Social media has both operational limitations and platform-specific constraints, as well as strategic opportunities as audience engagement and collaboration. The perceptions of the stakeholders about these dynamics are a great opportunity to gain valuable information on how the organisation can maximise its digital strategies and maintain effectiveness of campaigns.

Generally, the perception of challenges and opportunities was moderately balanced, with a grand mean of 3.36 based on a five-point Likert scale. This implies that the stakeholders appreciate that there are barriers that exist in the organisation’s social media activities, yet they also understand the areas of strengths and growth potential.

**Table 4.4: Descriptive Statistics – Challenges and Opportunities**

Item	N	Mean	SD	Min	Max
Limited financial resources affect campaigns	81	3.41	1.33	1	5
Lack of skilled personnel limits success	81	3.21	1.32	1	5
Algorithm changes reduce campaign reach	79	3.32	1.24	1	5
Organisation adapts to new digital trends	80	3.43	1.36	1	5
Opportunities for collaboration exist	81	3.42	1.31	1	5

The descriptive statistics show that the perceived barriers to effective social media campaigns are resource-related (limited financial resources (mean = 3.41) and the lack of skilled personnel (mean = 3.21)). According to stakeholders, these structural constraints can limit the capacity of the organisation to deliver high-quality content, institute advanced digital approaches, and maintain unremitting contact with its audiences. Also, algorithmic shifts on social media were mentioned to be another challenge (mean = 3.32), which is a representative

of the uncertainty and volatility that are characteristic of digital environments. These limitations brought about by platforms can diminish the platform campaign reach and visibility and the organisation may find it harder to accomplish its communication objectives.

On the other hand, respondents recognized that Afrika Tikkun is resilient and flexible to the trend of digital trends. The ability of the organisation to adjust to new digital developments was rated at 3.43 on the mean scale; this indicates that the stakeholders view the organisation as being responsive and receptive to new innovations. In the same way, other collaboration opportunities such as partnership with other organisations, community groups, and volunteers were identified as positive (mean = 3.42). These results indicate the possibility of using external resources, knowledge sharing, and collaborative projects to arise above internal limitations.

Broadly, the findings demonstrate a scenario where structural constraints exist alongside organisational advantages, which is a usual trend in African non-profit digital spaces. Although the resource shortage and platform difficulties are real barriers, the flexibility and cooperation opportunities inherent in Afrika Tikkun can offer the way to maintain the successful social media work. The results provide a general idea of the significance of strategic planning, capacity building, and collaborative partnerships in maximising digital impact so that the organisation will be able to reach stakeholders even when faced with existing challenges.

#### **4.6 Impact of Donor Behaviour and Volunteer Participation.**

The fundamental goal of digital campaigns on non-profit organisations is to shape the behaviour of stakeholders, especially regarding encouraging donations and volunteering. In the case of Afrika Tikkun, the knowledge of the effects of social media usage on the choices of donors and the participation of volunteers are considered important information on how successfully the organisation can transform the awareness and participation into the practical support. Stakeholders were requested to assess the perceived impacts of social media campaigns on the following dimensions: donation behaviour, trust, volunteer motivation, and loyalty.

In general, there was a moderate perception of behavioural impact with a grand mean of about 3.48 out of five in a Likert scale. It means that the respondents tend to think that the social media campaigns by Afrika Tikkun have a positive, albeit non-dominant effect on the actions of donors and volunteers. Table 4.5 contains the descriptive statistics of the items that measure these impacts.

**Table 4.5: Descriptive Statistics – Impact on Donor and Volunteer Behaviour**

Item	N	Mean	SD	Min	Max
<b>Campaigns influence donation decisions</b>	<b>80</b>	<b>3.41</b>	<b>1.28</b>	<b>1</b>	<b>5</b>
<b>Success stories increase donation likelihood</b>	<b>80</b>	<b>3.41</b>	<b>1.31</b>	<b>1</b>	<b>5</b>
<b>Posts motivate volunteering</b>	<b>21</b>	<b>4.62</b>	<b>0.59</b>	<b>3</b>	<b>5</b>
<b>Transparency increases trust</b>	<b>75</b>	<b>3.37</b>	<b>1.32</b>	<b>1</b>	<b>5</b>
<b>Engagement strengthens loyalty</b>	<b>76</b>	<b>3.51</b>	<b>1.33</b>	<b>1</b>	<b>5</b>

The descriptive statistics indicate that, both, campaigns that affected donation decision, and stories that boosted the chances of donation registered moderate means of 3.41. These findings indicate that the social media is viewed as moderately successful in influencing the decision of financial support by the stakeholders. The promotion of positive perceptions through the spread of success stories and the focus on the impact of the organisation appears to make Afrika Tikkun accept donations, but the effect has not been so significant yet. Interestingly, posts that encouraged volunteering got a very strong mean score of 4.62 which means that the perceived effect was very strong. Nonetheless, only 21 respondents have filled this item in, which implies that it was applicable to a specific group of stakeholders- probably the ones that have prior experience of volunteering or active participation in the organisation. Although the sample size is small, the large mean would indicate that social media can be used to have a potent influence in motivating people to volunteer when such messages are sent to the right people. Other items in the questionnaire such as how transparency builds trust (mean = 3.37) and the role of engagement in building loyalty (mean = 3.51) scored moderately positively. The insights above show that the stakeholders have acknowledged the importance of effective communication, regular interaction, and transparency in building trust in the organisation. Through openness and interactive communication, Afrika Tikkun will be able to increase the level of stakeholder confidence and promote a long-term loyalty that will help sustainability in support.

#### **4.6 Discussion of Findings**

The results of this research can give an in-depth insight into the performance of Afrika Tikkun regarding social media, pointing at the positive aspects as well as the need to enhance them. With regards to stakeholder engagement, the organisation has a reasonably high level of effectiveness regarding creating awareness and communicating its mission. The content is

typically viewed by the stakeholders as informative, visually pleasing, and organisational-oriented, which means that the organisation is able to present its purpose and initiatives as digital media. Such ability to create awareness and support the mission is especially significant in creating emotional attachment to the stakeholders so that they could feel connected to the organisational goals and efforts. Nevertheless, the statistics also suggest that the interaction segment, e.g., commenting, sharing, and involvement in posts, is still rather poor. As the stakeholders receive and take information into consideration, the lack of two-way communication implies that the social media campaigns by the organisation are largely broadcast based and not conducive to a discussion. This trend shows that despite the successful utilization of digital medium to pass information, more can be done to foster participatory interaction that can make stakeholders exchange, give feedback and participate in conversations.

Facebook comes out as a key and trustworthy means to reach out to the stakeholders and facilitate organisational visibility in evaluating the perceived effectiveness of social media platforms. Stakeholders acknowledge that the campaigns that are conveyed using this platform are visually appealing, educative, and relevant towards the mission of Afrika Tikkun. The middle values of the perceived efficacy indicate that, although the platform offers significant value in supporting the brand identity and communicating their initiatives, they can be optimised. In particular, one can make use of data-driven content strategies, improve the level of interactivity, and apply those formats that engage the audience. In this way, the organisation would be in a better position to turn passive followers into active members and thus enhance relationships and create a more involved digital community.

The digital performance of the organisation is further contextualised by the analysis of challenges and opportunities. Stakeholders cited resource limitations such as lack of financial resources and adequate skilled human resources as the major impediments to the success of the campaign. Moreover, the social media platforms modifications that are algorithmic in nature were identified to minimize campaign reach, implying the external aspects that define digital visibility. In spite of these complex structural factors, respondents reported high adaptability in the organisation and significant collaboration possibilities. This is an indication that Afrika Tikkun is at the right place to overcome the changing digital landscapes through innovation, strategic alliances, and adaptive content production and campaigning processes. Adaptability and collaboration point to the resilience that the organisation has in enabling it to address some of the natural constraints of being in resource constrained environments.

Lastly, the behavioural impact findings show the subtle influence of social media campaigns on the donor and volunteer activities. Although the weight of social media on

donation choices is medium, the stakeholders state that social media helps to develop the trust since it is transparent and participatory. Success stories and content that aligns to the mission improve the perceptions of credibility, which motivates loyalty and continued support. Remarkably, the posts ability to induce volunteering is especially high which explains the emotional appeal of the youth-oriented stories of the organisation. These data help to understand that, in addition to monetary donations, social media is important in motivating active engagement, volunteerism, and community participation in general. By making stakeholders emotionally engaged with its mission, Afrika Tikkun can find the means of mobilisation that goes beyond financial contributions, and the focus on narrative elements, mission-driven content, and mission-oriented communication tactics can be considered essential.

This study offered a multidimensional perspective of the social media activity of Afrika Tikkun. The organisation does well in terms of mission communication, creating awareness and creating an emotional bond with the stakeholders. There are possibilities of improving interactive engagement, better utilization of platforms and maximisation of adaptive and collaborative capabilities. The social media not only turns out as a means of information dissemination, but also as a means of enhancing the commitments of the stakeholders, encouraging volunteerism, and fostering trust. This understanding gives a tactical foundation to perfect digital strategies to achieve the optimal reach, as well as meaningful interaction, so that Afrika Tikkun is able to remain influential and effective in an increasingly digital-linked world.

#### **4.7 Chapter Summary**

This chapter discussed the quantitative results of the perceived effectiveness of the social media campaigns of Afrika Tikkun. The findings demonstrate that, the organisation is moderately to positively performing in several dimensions that include stakeholder engagement, platform effectiveness, and behavioural impact. The stakeholders also indicated that the social media content is informative, attractive, and consistent with the mission of the organisation as it creates an increased awareness among the stakeholders and makes them feel connected to the goals of the organisation. Nonetheless, the amount of active participation, commenting, sharing, and interactive participation is not quite sufficient, meaning that the two-way communication is not developed.

Facebook turns out as the core of visibility and reputation-making, but the average ratings of efficiency indicate the potential of more data-driven and interactive content approaches. Existing challenges are resource limitations, such as financial and skilled personnel deficits, and algorithmic alterations. However, the organisation is flexible and capable of working

together, which is a characteristic of a strong performance in a dynamic digital environment. The influence of campaigns in behaviour is also brought out in the findings. Although its effects on the decisions to donate are moderate, social media is an effective means to encourage volunteering and increase trust and loyalty with transparency and storytelling. In general, those findings have a strong empirical foundation of the strategic recommendations in Chapter Five, which can give an idea of the way in which Afrika Tikkun can expand its online presence, engage stakeholders better, and get the most out of its social media campaigns.

## **5. Conclusion And Recommendations**

### **5.1 Conclusion**

**1. Relevance of Locally Adapted Digital Communication Strategies:** The paper reveals that conventional, globalised prescriptions of digital communication, including multi-platform campaigns and high-production value content, can be inapplicable to resource-challenged African non-profit organisations (NPOs). Rather, more effective results are achieved through an intentional and organized system of electronic communication which is based on the knowledge and experience of practitioners, such as increased stakeholder interest, improved fundraising, and enhanced success in attracting volunteers. This observation highlights the need to have context-specific digital strategies that capture the realities of operations, infrastructural constraints and audience behaviour among African NPOs. Global models are attractive but might not consider a local constraint; hence the need to develop strategies that resonate between ambition and realisation.

**2. Dominant- Platform Mastery, as a Strategic Choice:** African NPOs will have the advantage of having one dominant platform instead of a thinly disseminated resources spread across different mediums. The focus on a single high-impact platform would enable organisations to learn more about platform algorithms, audience behaviour, and content optimisation approaches. This kind of mastery allows making engagement results more predictable and making the process more efficient than trying to create multi-platform campaigns, lacking the ability to ensure consistency in quality. As an illustration, regular posting, algorithmic knowledge, and audience-specific optimizations are more practical and effective when all the resources are concentrated on a single platform.

**3. Openness and Transparency as Pillars of Trust:** Transparency is proved to be one of the main pillars of effective digital communication. Organisational credibility is strengthened, stakeholder confidence is gained and action taken such as donations and volunteering through clear, verifiable and consistent message delivery. This can be especially applied in

the case of African NPOs, as a limited availability of resources leads to the importance of accountability and the maintenance of donor and volunteer trust. Transparency in communicating campaign progress, budgetary allocations and organisational influence also enhance stakeholder relationships.

**4 Authenticity Over High Production Value:** This study counters the mainstream belief that high-quality content produced through high production quality ensures that the content is engaging by finding that authenticity and strategic clarity usually produce better outcomes. Although professionally generated media may be helpful in gaining attention, it is expensive, technical, and non-sustainable in the case of small NPOs. The moderate levels of media richness including simple infographics, short videos, and formatted text could be used to convey the message without excessive resource use. Stakeholders will react better to realistic and relatable material that is consistent with organisational goals than costly but impersonal media.

**5. Practitioner Knowledge as a Critical Asset:** The study has identified the need to integrate practitioner knowledge in the development of the digital strategy. Practitioners have subtle knowledge of the expectations of the stakeholders, their operational constraints, and the problems in the context that cannot be assessed by the self-report of the audience and the quantitative performance measures alone. Using this understanding enables NPOs to create digital campaigns that are realistic, focused, and sensitive to the organisational environment, between the theoretical models and the real application.

**6. Strategic Synergy as a Source of Digital Influence:** The results show that transparency, authenticity and selective use of platforms are the most effective in driving digital influence among African NPOs. Instead of following a platform proliferation or expensive high-end production, the organisations with a successful strategic integration of these factors attain the sustainable stakeholder functioning without losses related to operational viability. This synergy is optimal in maximising the reach, relevance and resonance of digital campaigns within resource-constrained environments.

**7. Stability and Fidelity in Online Presence:** A consistent and long-standing online presence enhances the familiarity and interaction of the stakeholders. Periodic posting, consistent content patterns, and repetitive themes of campaigns strengthen the organisational character and stimulate routine engagement of viewers. Consistency also implies reliability which is particularly crucial in resource constrained environments where the stakeholders might be apprehensive in spending time, energy or money in organisations that seem to be intermittent or inconsistent.

**8. Data-driven Adaptation and Feedback Integration:** Effective digital strategies to the African NPOs are the ones that have continuous monitoring and adaptive adjustment. Through the analysis of engagement data, reaction of the audience, and campaign resolutions, organisations can continuously enhance the content, optimize the message, and determine the strategies that would result in the highest payoff of efforts. The incorporation of the feedback of stakeholders into the creation of the content also elevates the relevance further and promotes participation, which proves to be responsive and strengthens the relationship.

**9. Resource-Conscious Game Planning:** Strategic online communication in African NPOs should be oriented on the initiatives that can have the greatest impact with the least utilisation of resources. The campaigns ought to be planned in such a way through the use of free or low-cost tools, the reusability of content formats, and the volunteer support to maximize efficiency. This will make it possible to engage in the digital activity in a long-term that organisations will be able to maintain without excessively stretching budgets, technical capacity or even human resources.

**10. Storytelling: Community-Centric:** Tapping into community-focused stories that tend to accentuate beneficiary experience, community impact and relatable stories of success will produce a stronger emotional response and engagement. A more focused approach to storytelling, based on people and communities served by the NPO, will generate a more engagement and will prompt action and long-term loyalty of donors and volunteers. This strategy assists in the strengthening of authenticity and transparency and offers a strong argument of continuing engagement by the stakeholders.

## **5.2 Recommendations**

### **Practical Recommendations for Afrika Tikkun and Similar African NPOs**

- 1. Maintain and deepen Facebook dominance:** Since the platform has proved successful, organisations should focus 85-90% of their social media resources and available budget to Facebook. Other platforms can be used only as auxiliary resources and can be used infrequently to experiment with new audiences or content forms, without moving the resources out of the core platform.
- 2. Adopt an empirically validated content ratio:** The staff should make sure that at least two out of the most successful categories, namely youth success stories and impact/transparency reports, constitute at least 60 percent of all monthly posts. Trust, engagement, and conversion behaviour were the most highly correlated with these types of content, which indicates that systematic prioritisation can maximise campaign success.

3. **Transparency must be institutionalised as a non-negotiable practice structured:** Organisations ought to integrate a regular report on the impact to be published, such as quarterly impact dashboards, yearly audited financial reports, and frequent updates on how the funds are allocated. Openness is not only a way of building trust with the outside stakeholders but also assists in internal accountability and in aligning the efforts of the staff to organisational values.
4. **Conduct regular review of analytics:** It is advised to have weekly or biweekly meetings during which the performance measures are reviewed with the assistance of Meta Business Suite or similar tools. The information-based reflection enables employees to understand the content that works, recreate successful strategies, and modify ineffective posts as they perform.

### **Theoretical and Methodological Recommendations**

1. **Prioritise quantitative staff-perception designs:** Future African digital communication studies need to investigate the views of practitioners in a systematic manner, not through self-reports by the audience or through qualitative case studies alone. Staff perceptions gather the logic behind strategic decisions and shed light on limitations that can not be pointed out through external measures.
2. **Generalisability of test typology to other contexts:** The four-category content model needs to be tested in other African NPO sectors such as health, environmental and educational organisations and in other national contexts. The cross-sector validation will help to define whether the typology is a generally applicable model of low-resource digital campaigning.
3. **Expand UG and MRT to resource-scarce situations:** It should be proposed that researchers should include resource scarcity as a moderator variable in the existing communication theories. These modifications would be more representative of the realities of operations of African NPOs and increase the explanatory power of theoretical models in Global South settings.
4. **Foster longitudinal and multi-organisation research:** Therefore, it would be possible to encourage causal claims by correlating the perceptions of the staff with the real donor contributions and the involvement of the volunteer over time. Multi-organisation study would be able to find best practices, benchmark performance and come up with lessons that can be transferred to the broader African non-profit sector.

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## Appendix 1

Survey: **Title: Digital Marketing for Non-Profit Organisations: Focus on Social Media Campaigns -A Study of Afrika Tikkun**

### SECTION A:

#### Demographic Information

1. Age:  18–25  26–35  36–45  46–55  56+
2. Gender:  Male  Female  Prefer not to say
3. Relationship with Afrika Tikkun:  Donor  Volunteer  Staff  Beneficiary  Other (please specify) \_\_\_\_\_
4. Duration of involvement with Afrika Tikkun:  Less than 1 year  1–3 years  4–6 years  More than 6 years
5. Frequency of social media use:  Daily  Weekly  Monthly  Rarely

### SECTION B:

#### 1. Stakeholder Engagement through Social Media

No	Statement	1	2	3	4	5
B1	Afrika Tikkun's social media content keeps me informed about its activities.	<input type="checkbox"/>				
B2	The organisation uses social media effectively to engage with its stakeholders.	<input type="checkbox"/>				
B3	I often interact (like, share, comment) on Afrika Tikkun's social media posts.	<input type="checkbox"/>				
B4	Afrika Tikkun's online presence makes me feel connected to its mission.	<input type="checkbox"/>				
B5	Social media campaigns have improved my awareness of Afrika Tikkun's initiatives.	<input type="checkbox"/>				

#### 2. Effectiveness of Social Media Platforms

No	Statement	1	2	3	4	5
C1	Facebook is an effective platform for Afrika Tikkun's campaigns.	<input type="checkbox"/>				
C2	The organisation uses visually appealing and informative content on its social media.	<input type="checkbox"/>				
C3	Social media posts by Afrika Tikkun encourage audience engagement and feedback.	<input type="checkbox"/>				
C4	The organisation's digital campaigns align well with its core goals and vision.	<input type="checkbox"/>				
C5	Afrika Tikkun's social media presence has improved its visibility and reputation.	<input type="checkbox"/>				

#### 3.Challenges and Opportunities in Social Media Campaigns

No	Statement	1	2	3	4	5
D1	Limited financial resources affect Afrika Tikkun's ability to run effective campaigns.	<input type="checkbox"/>				
D2	Lack of skilled personnel limits the organisation's digital marketing success.	<input type="checkbox"/>				
D3	Algorithm changes on social media platforms negatively affect campaign reach.	<input type="checkbox"/>				
D4	Afrika Tikkun effectively adapts to new digital trends and tools.	<input type="checkbox"/>				

D5	There are sufficient opportunities to collaborate with influencers and partners online.	<input type="checkbox"/>				
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#### 4. Impact on Donor Behaviour and Volunteer Participation

No	Statement	1	2	3	4	5
E1	Social media campaigns influence my decision to donate to Afrika Tikkun.	<input type="checkbox"/>				
E2	I am more likely to donate after seeing Afrika Tikkun's success stories online.	<input type="checkbox"/>				
E3	The organisation's social media posts motivate me to volunteer or participate in events.	<input type="checkbox"/>				
E4	Transparency in campaign outcomes increases my trust in Afrika Tikkun.	<input type="checkbox"/>				
E5	Social media engagement has strengthened my loyalty and long-term support.	<input type="checkbox"/>				