

**RESOURCE MOBILIZATION STRATEGIES AND IMPLEMENTATION OF  
COMMUNITY BASED ORGANIZATION PROJECTS IN KENYA: A CASE OF KIBRA  
INFORMAL SETTLEMENT, NAIROBI COUNTY**

**ELOSY KANANA KINYUA**

**A Research Project Submitted in Partial Fulfillment of the Requirements for the Award of  
the Degree of Master of Arts in Project Planning and Management of the University of  
Nairobi**

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## DECLARATION

This research project is my original work and has not been submitted for any academic award in any other University.

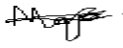
Signature  .....

Date: 11/11/2023

**Elosy Kanana Kinyua**

**L50/10549/2018**

This research project is presented for examination with my approval as the university supervisor.

Signature... 

Date...13/11/2023

**Dr. Mary Mwenda**

**Department of Management Science and Project Planning**

**Faculty of Business and Management Sciences**

**University of Nairobi**

## **DEDICATION**

I dedicate my study to my adored parents Wilson Kinyua and Josyline Kinyua, together with my dear siblings Pauline Kinyua, Lenity Kinyua, Denis Kinyua, and Desmond Kinyua for being a source of unending motivation and steady inspiration.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CBOs:</b>	Community Based Organizations
<b>CSO:</b>	Civil Society Organizations
<b>FBO:</b>	Faith Based Organizations
<b>IGA:</b>	Income Generation Activity
<b>KPIs:</b>	Key Performance Indicators
<b>NGOs:</b>	Non-Governmental Organizations
<b>RBV:</b>	Resource Based View
<b>RMT:</b>	Resource Mobilization Theory

## ABSTRACT

Resources remain an issue for many CBOs in Kenya because their level of funding is insufficient with their current resource mobilization strategies. Many CBOs operating in Kibra fail to acquire enough funds that can allow their projects to be implemented on a larger scale, or in more than one village. In Kenya, CBOs generally face the challenge of resource shortage and inadequate personnel. Despite numerous efforts by CBOs in mobilization of resources for implementation of various projects, many of these CBOs have a very weak resource capacity that has played a part in delay, termination, or failure of important projects. Therefore, the study aimed to determine the resource mobilization strategies and implementation of CBO projects in Kenya; A case of Kibra informal settlement, Nairobi County. The objectives of the research study were to establish the influence of strategic planning for resources, to determine the influence of fundraising techniques, to assess the influence of volunteerism, and to examine the influence of partnerships with other organizations on the implementation of CBO projects in Kenya. This study was grounded on 2 theories: Resource Mobilization Theory and the Resource Based-View Theory. The research employed the descriptive survey research design. This study targeted 400 CBO members working in 100 registered CBOs implementing Youth Empowerment, Environmental Conservation or Child Welfare projects in Kibra informal settlement. From the target population, a sample of 80 was selected for this study. Purposive sampling was employed to select the 100 CBOs while stratified random sampling was done to adequately distribute the sample size among the strata. Then, the respondents were selected through the simple random sampling technique. A questionnaire was administered to aid in data collection. The reliability was checked through applying the split- half approach. The data was then analyzed through descriptive and inferential statistics via Statistical Package for Social Sciences (SPSS). The analysis tools for descriptive statistics included mean, frequencies, percentages, and standard deviation and person correlation was used to analyze inferential statistics. The study found that most of the respondents indicated that the organization had a strategic plan for mobilizing resources. The duration of the strategic plan for mobilizing resources was 1 year and 3 years. The study also found that statements were linked to fundraising techniques to a great extent. The study further found that respondents mentioned that volunteerism was used as a strategy for human resources mobilization in their CBO and the study finally found that the following statements were linked to partnerships with other organizations to a great extent. The study recommends that conducting a thorough needs assessment is important; the study further endorses that the CBOs ought to come up with a clear and compelling message; The study also recommends that by leveraging volunteerism effectively, CBOs can increase their capacity to implement their projects successfully and by developing strong partnerships with other organizations, CBOs can increase their capacity to implement their projects successfully.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Worldwide, Community Based Organizations (CBOs) require substantial amounts of resources to implement various projects and carry on with long term service provision in communities. In recent years, CBOs are facing resources challenges mainly due to their heavy dependency on foreign donations that cripples project implementation if the funds are no longer availed. These challenges require the CBOs to rethink their strategies of obtaining resources.

##### **1.1.1 Resource Mobilization Strategies**

Resource mobilization involves sourcing for financial or non-financial resources either from external or domestic sources (Kumi and Hayman, 2019). Obtaining these resources is greatly influenced by strategies set by an organization aiming for resources both locally and internationally (Nzikako and Warue, 2018). The aim of a resource mobilization strategy is to give a long term direction through defining how an organization will leverage obtaining various resources needed to meet its needs.

In Pakistan, the lack of sufficient funds to sustain the various development projects has challenged success of projects. These challenges have caused the nonprofit organizations to come up with alternative ways of mobilizing resources to improve self-sufficiency and project success. The nonprofits are applying different strategies to improve their resource base. These strategies include, use of social media, crowd funding, volunteerism as human resources, use of celebrities as ambassadors to help raise funds, and coming up with events such as fundraiser galas and inviting the wealthy persons, income generating activities through venturing into entrepreneurship by providing good and services and using the funds for projects ( Kashfi and Sherwani, 2019). Other suggested strategies include targeting in-kind contributions such as food, targeting government fund, and looking for donors in the corporate sector.

In Africa, CBOs continue to be of importance in supporting economic development for marginalized communities. In Nigeria, many such CBOs came into existence post- conflict era and are recognized for supporting affected people through various services like infrastructure and social services (Abegunde, 2017). These CBOs were able to mobilize resources internally without much reliance on external funds or the government and were recognized for improving GDP of Nigeria. In River State part of Nigeria, traditional authorities help source for resources and mobilize various CBOs to carry out development programs (Ihejirika and Evans, 2018). In recent years, CBOs in Nigeria face challenges in accessing adequate and reliable resources for their projects.

In Zambia, a study by Mutenje (2017) identified that several CBOs relied on external donors as their sole source of funds. During the study, the surveyed CBOs effectively implemented projects that were fully funded by external sponsors but experienced challenges implementing projects with own funds. Although these projects were successfully implemented, the research shows that the CBOs lack capacity to generate enough funds on their own which might pose challenges in project implementation when the funds given by the donors are unreliable or are withdrawn. The study noted that CBOs need to engage in mobilizing own resources through various means of creating income to ensure continuity of community projects irrespective of where they are getting the funds from.

According to Kumi (2017) on domestic resource mobilization strategies in Ghana, a strategy for mobilization of resources that emphasizes a mix of both internal and external resources is absolute for both current and long-lasting survival of organizations and increases long term financial sustainability. Most of the local organizations in Ghana are heavily dependent on external sources of funding for their projects throughout the year but, restrictions from the government to access these funds require the use of domestic mobilization of resources. Locally, resources can be mobilized from the government, from income-generating activities or commercialization and reliance on voluntary donations from the civil society.

In Ethiopia, the struggle to mobilize resources for program activities is identified as the key challenge faced by civil society organizations (Worku, 2016). Poor resource mobilization results in the inability of these CSOs to meet the objectives of the projects or programs. Most of these CSOs fail to include long term resource mobilization mechanisms in their strategic plans. The

traditional ways of obtaining resources through proposal writing are currently unable to bring in enough funds to satisfy the increased community needs. The organizations are left with the need to diversify the sources of funds through other means of resource mobilization. The Ethiopian CSOs are allowed to take part in income generating activities as a way of domestic resource mobilization to increase self-sufficiency without much reliance on external sponsors. (Gebre, 2017). The organizations face hurdles in engaging in the activities due to government restrictions on what kind of activities they should engage in.

In Kenya, a study by Nthoki (2016) notes that resource mobilization is a major activity carried out by CBOs in urban poor settlements. The CBOs focus on mobilizing various resources mainly human and social organizational resources. In other instances, these CBOs join forces with other organizations that they share the same goals with and come up with agreement to implement a project jointly. In these partnerships, each partner organization contributes in various ways such as giving funds, equipment, materials, or staff to ensure the project is well implemented. Networking is also a good strategy used in resource mobilization. It is also clear that an organization's goals and objectives can influence the ability to mobilize resources.

### **1.1.2 Implementation of CBO Projects**

Community-based organizations are at the forefront in helping promoting change in marginalized communities across various sectors. These organizations are recognized as important influencers to development through meeting different needs of these communities. In Kenya and Sub-Saharan Africa, CBOs work to supplement government efforts to meet its citizens' needs. In Nigeria, CBOs are important in improving community's health as they can mobilize and increase community engagement in accessing the health services (Akeju, et al., 2021). Some of the sectors that CBOs work in include water, environmental management, education, health, and governance and income-generation projects. Patel (2019) describes Community Based Organizations as registered not-for-profit groups operating locally to improve the lives of people in their settlements. However, sometimes the activities cross the community's borders, and in Kenya some CBOs function across two or more districts. CBOs like other non-profits, are often run voluntarily and are self-funding. These CBOs main challenge is insufficiency of funds that result to halting the implementation of important projects.

### **1.1.3 Kibra Informal Settlement**

Kibra informal settlement is in Kibra Sub County, Nairobi County, Kenya. Its residents face many development challenges due to the low income levels, poor infrastructure, and lack of important basic amenities. In Kibra informal settlement, CBOs are involved in advocacy and bringing change to its community members as they are purely run by local members and can relate well with the problems of its community. Barasa and Nyaga (2021) indicate that resource mobilization improves economic development of the people. The study adds that sufficient, accessible, and quality of resources have positive impact on the projects implemented by community based organizations. It is important for CBOs to diversify the source of resources to improve their impact in economic development.

### **1.2 Research Problem**

Resources remain a problem for many CBOs in Kenya because their level of funding is insufficient with their current resource mobilization strategies. In Kibra, the most active CBOs are implementing projects such as Youth Empowerment Projects, Children Welfare Projects, Environmental Conservation, but many other CBOs are currently inactive (Ministry of Gender and Social Services Kibra, 2021). With most of these CBOs heavily reliant on funding from donors or government as their primary resource mobilization strategy, in case they no longer get the funds most of them end up collapsing. Out of the many registered CBOs, only less than 30% of these are currently active (Kadurira, 2018). The rest of the CBOs are unable to implement projects as they lack capacity to mobilize own resources once the donors support gets withdrawn.

Alomba, (2020) on resource mobilization by strategies used by managers to ensure continuity of CBO projects in Kilifi, notes that most of the managers purely relied on international funding and once this donation ceased, so did the execution of projects in the communities. However, only a few CBOs used a combination of various strategies including local fundraising, individual, members and community contribution to ensure continuity of their projects. Meredith and MacDonald (2017) study on slum upgrading projects supported by communities in Kibra notes that CBOs implementing these projects may be more accepted by the community members but lack the adequate resources and capacity to accomplish the project objectives.

Kibra informal settlement has over one thousand registered CBOs, but only a small number of these are actively implementing projects. The absence of sufficient resources has led to the failure of noble projects in this community. This is a great shortcoming to these organizations considering the existing challenges that need to be addressed in these communities. CBOs would be of great help as they understand the grassroots challenges. So far, only little research has been conducted regarding how resource mobilization strategies influence the implementation of various CBO projects. The few that address similar variables as this study have focused on other areas in Kenya other than Kibra. To fill these identified knowledge gaps, this study will look at resource mobilization strategies and the implementation of CBO projects in Kenya, concentrating on Kibra informal settlement in Nairobi County.

### **1.3 Research Objective**

This study's general aim was to assess the resource mobilization strategies and implementation of CBO projects in Kenya; a case of Kibra informal settlement in Nairobi County.

#### **1.3.1 Specific Objectives**

The study was steered by the following objectives:

- i. To establish the influence of strategic planning for resources on the implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya.
- ii. To determine the influence of fundraising techniques on the implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya.
- iii. To assess the influence of volunteerism on the implementation of CBO projects in Kenya.
- iv. To examine the influence of partnerships with other organizations on implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya.

### **1.4 Value of the Study**

This study will be important for several organizations implementing projects in the Kibra area since its residents are still experiencing poor living conditions. In addition, the research findings will enlarge the existing information on resource mobilization strategies and form a basis for identifying solutions to resource mobilization challenges faced by CBOs. Resources are important for local CBOs to survive and to achieve the organization's mission. The stakeholders and management of the CBOs will gain from the research done by utilizing the results to



strengthen the resource mobilization strategies for their CBOs and boost their capacity to continue providing services to community members in Kibra slums.

The findings will also be of significance to the donor agencies both local and international, and the government agencies that provide funds to CBOs. These agencies will be able to make funding decisions that benefit the CBOs which implement projects at the grassroots level as they understand the community needs better. The research will also add more literature on strategies for resource mobilization efforts and whether they influenced the project implementation efforts by various CBOs. The findings will also benefit the research community and the students by forming a base for future studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two contains the assessment of the previous research that is significant to the same study area on the resource mobilization strategies and implementation of CBO projects in Kenya; a case of Kibra informal settlement in Nairobi County. First, literature on project implementation by Community Based Organizations is discussed. The chapter also focuses on the thematic areas of the research objectives including the empirical studies, the theoretical framework, and conceptual framework. Further, the research gaps are identified and reviewed.

#### **2.2 Theoretical Framework**

The research is supported by the following theories: Resource Mobilization Theory and Resource Based-View Theory.

##### **2.2.1 Resource Mobilization Theory**

The Resource Mobilization Theory (RMT) explains how rational social actors from marginalized communities come up with social movements, mobilize people and look for resources to achieve their social change goals. This Resource mobilization theory (RMT) introduced by Jenkins (1983) holds that these social movements can mobilize both internal resources and external resources to meet their organizational goals. One of the main principles of the theory is that associations require resources for them to be operational. To increase their effectiveness in the mobilization of resources, the groups must be organized and interested in achieving collective action. For movements to aggregate resources from various resource providers, these movements must be well organized and should be able to mobilize supporters (McCarthy and Zald, 1987). Resources mobilized by the organizations may include money, labor, facilities, and technical expertise.

The RMT also articulates how in mobilization of resources, the organizations must involve and target various groups of people. Those social actors who share similar goals of social change are

the supporters who should be first involved in bringing in resources to the organization. On the other hand, the constituents are the individuals or institutions that provide resources to these organizations. The people who do not support or oppose the movements are called the bystanders (Edwards and Gillham, 2013). The RMT tends to understand how the movements transform bystanders to become supporters, encourage the supporters to provide resources for collective action, and increases the participation of the constituents through mobilization. Most social movements undertake these mobilization tasks to bring in supporters and resources.

Many analysts have disagreed on whether resources should only be contributed by the social actors of these movements or whether outside sources should be targeted. The RMT has been able to clarify these arguments by indicating that contributions from outsiders are significant in increasing the available resources to meet an organization's goals and objectives (Jenkins, 1983). The combination of both internal and outside resources can yield a higher impact. However, small movement organizations face a challenge in accessing resources by multiple means.

Relating to this study, this theory gives knowledge on the research questions which seek to explain the resource mobilization strategies used by CBOs to obtain resources to implement projects. Just like the social movement organizations, CBOs require resources for them to be effective. Through various resource mobilization mechanisms, CBOs can source for both internal resources and external sources. Resource mobilization strategies include sourcing for various types of resources including financial and non-financial resources. CBOs should be able to mobilize supporters for their organizations and convince their constituents to provide resources through various resource mobilization techniques to implement their various projects.

### **2.2.2 Resource Based View Theory (RBV)**

Resources are crucial in the implementation of projects. RBV Theory as popularized by Barney (1991) argues that an organization that possesses strategic resources has a strong opportunity to remain competitive over others. Madhani (2010) contends that this theory interprets and examines organizations' resources to understand how they can attain a competitive advantage. According to this theory, an organization's internal resources and capabilities increase its sustained performance and competitive advantage (Madhani, 2010). Resources also play a key function in the creation of strategic plans in a firm. Conner (1991) agrees that the performance of

an organization is improved by the possession of unique abilities and resources. The capacity of an association to possess resources and mix them up uniquely from other organizations makes them achieve a competitive advantage.

According to Barney (1991), an organization's resources may be in the form of financial, physical, organizational, or human resources. To attain a competitive advantage, an organization should have rare and valuable strategic resources which are hard to imitate and not substitutable (Barney, 1991). Valuable resources allow institutions to exploit available opportunities and counter threats and come up with strategies to improve organizations' efficiency and effectiveness. Rare resources are unique among the current competitors. A firm that lacks these unique, valuable, and organized resources should source for these resources from an external provider to counter this weakness. Resource based-view theory stresses that an organization must recognize that all resources are limited and develop strategies to mix up several resources in a way they cannot be duplicated.

In connection to this study, the theory indicates how resources available in organizations are a critical factor in developing strategic plans that make it possible for the organization to meet its goals and improve performance and remain competitive. In Kibra Informal settlement, most CBOs are experiencing a lack of adequate resources, coupled with competition for resources by other non-profit organizations. The Resource Based-View theory aids in explaining how the resources that an organization possess allows it to achieve a competitive advantage. An organization requires adequate resources whether financial or non-financial for the implementation of projects and to achieve its mission.

### **2.3 Empirical Studies**

This section describes the empirical studies of the research objectives focusing on the independent variables and dependent variable.

### **2.3.1 Implementation of CBO Projects**

The phase of implementing projects utilizes most of the resources to allow all planned activities to be effectively accomplished. It is the execution period where the activities created during the project planning phase are carried out or put into action (Maunda and Moronge, 2016). Resources act as a very important factor for projects to be implemented. A project needs to be implemented under the Triple Constraints of time, budget, and quality which are called the Key Performance Indicators (KPIs) used to measure project success (Botlhale, 2017).

CBOs implementing projects at the grassroots levels and are recognized as great contributors to development. In India, CBOs that implement development programmes are recognized organizations that help reduce the poverty and unemployment levels of marginalized communities (Eswarappa, 2020). In Kenya, a large population is are living in areas where they experience lack of essential basic needs and reduced economic development. The CBOs in Kenyan informal settlements are supporting the wellbeing of the marginalized people through various projects such as education, environmental conservation, health, water, and child projects, as they have great understanding of the local needs.

Lack of sufficient funds is one of the major issues crippling implementation of noble projects by CBOs. In Nigeria for instance, lack of sufficient funds is a big shortcoming for these Civil Society organizations. Many organizations have planned to implement important projects but without the resources it becomes hard to carry them out (Akindele, Ayoola , and Ameen, 2017). Many donors are not very willing to fund these projects and it becomes important for the organizations to look for alternative sources of funds such as implementing projects independently without relying on donors only.

Through their study in Kenya, Muthaura and Omwenga (2017) establish that the challenges in project implementation experienced by CBOs at different levels limit their capability for quality service delivery that would bring on a positive impact in the communities. If a project lacks adequate resources, it may not be successfully executed which may result to project failure. Inadequate resources may be a result of poor planning for resources, dependency on a sole funding source, incompetent and scarcity of staff in project management, poor fundraising methods, and lack of accountability for the use of resources.

### **2.3.2 Strategic Planning for Resources and Implementation of CBO Projects**

There is need for organizations to strategically plan on mechanisms to obtain resources, what resources they need, who will provide the resources, and the stakeholders involved in the process. Planning strategically is an important factor that helps differentiate between longlasting success or failure of projects (Ferrer Romero, 2018). Strategic planning allows organizations to visualize how that future will look like considering the present situation. Organizations can plan on the amount of resources that would be needed to successfully carry out its future operations. Nzikako and Warue (2018) reveal that it is fundamental for any organization to come up with alternative means to successfully mobilize the required resources in the competitive and fast-growing industry.

John, Muturi, and Nyang'au, (2017) examine the factors that influence CBO strategies in Nyamira County Kenya. The researcher used a descriptive approach for their study. Data was gathered from Nyamira County government officials and CBO officials. From the results obtained, the researchers concluded that some of the strategies adopted by CBOs in obtaining funding for their projects are in a great way influenced by the competition for resources by other organizations. Therefore, those CBOs that position themselves uniquely through services offered increase their capacity to obtain funds.

Studies have identified a positive value of strategic planning to CBOs projects. Opiyo (2016) study in Migori County Kenya to determine how strategic planning influenced the performance of CBOs. This researcher uses a descriptive research design and targets 192 respondents comprising of a CBO official and one member from the CBOs in the six sub-counties in Migori. The data is collected using a questionnaire survey. The findings reveal that many CBOs fail to implement its strategic plans due to low education levels of its members and lack of good involvement of stakeholders including junior staff working in projects.

Arora (2016) asserts that for a CBO to devise an innovative strategic plan for fundraising, it must first emphasize on and prioritize its current activities, and then determine how appropriately to diversify them. Also, an organization needs to first analyze existing strengths and weakness in terms of resources as well as find opportunities to diversify them. Then, resources should be mobilized in more than one approach, to make the organization self-reliant and ensure long term

financial self-reliance sustainability. Strategies may include access to the financial resources through various approaches which include resources from other sources such as foundations, Corporate Social Responsibility, and local resources. Resources can also be accessed through income-generating activities, building networks or use of volunteers to raise funds.

### **2.3.3 Fundraising Techniques and Implementation of CBO Projects**

Fundraising refers to the means of persuading organizations or people to raise funds to facilitate a certain cause. It means that the funds are somewhere else and organizations need to come up with various mechanisms to obtain these funds. Fundraising is a component of resource mobilization. Resource mobilization involves sourcing for a wide range of resources from various sources, using different mechanisms. Too much dependence on donor funds reduces CBOs interest of having sustainable funds for long term project continuity. According to Muthaura and Omwenga (2017), the project funding obtained by CBOs in Kenya influences their ability to implement projects.

Many CBOs completely rely on donors as their source of funds, but these funds have been reducing with time. In the United States, CBOs have experienced funding insecurities both from public and private entities, causing them to think of alternative ways of looking for resources including selling services (Jaramillo, Willging, Green, Gunderson, Fettes, and Aarons, 2019). In Nigeria, most CBOs that implement health services to communities are completely donor dependent (Akeju , et al., 2021). The funding can change at any given moment through reduced support from donors and this has a direct negative consequence on the future success of projects.

Cravens (2019) explain that in developing countries, fundraising in small CBOs is quite challenging attributable to insufficient fundraising skills among the staff. The project staff is mostly unpaid staff volunteers who lack training on how to raise funds and have no understanding of different funding streams. Some donors also fail to fund some community-based NGOs due to poor accountability and governance. There is also high competition for scarce resources among many local organizations. Some CBOs lack proper documentation and lack official recognition by the government. Most national and international donors are not willing to give funds to undocumented organizations.

Thanh, Trinh, Thanh, Olson, and Larsson, (2020) assess fundraising capability of CBOs in Vietnam. The research uses a descriptive study and targets 17 CBOs officials from CBOs with access to funds for 3 years 2017-2019. The data was obtained using in-depth interviews tools and use of questionnaires. The findings indicate that the biggest challenge for CBOs in assessing funds is poor capacity to fundraise due to lack of skills for writing quality funding proposals to international donors. CBOs may get little funds for operating in small scale capacity. These CBOs need to build their capacity to access funds.

Waweru (2016) study the issues that influence performance of CBOs agricultural projects in Buuri, Meru Kenya. Through, a descriptive approach of research, the study targeted CBO officials and registered members of these CBOs. The findings revealed that many CBOs failed to continue implementing their projects following withdraw of support from the donors. The disposal of funds influenced the implementation of the projects by these CBOs. Reliance on fundraising from donors only without diversification of resource mobilization mechanisms can negatively affected project implementation.

Barasa and Nyaga, (2021) examine the resource mobilization and stakeholder mobilizations by CBOs in Siaya Kenya. The study uses a descriptive study method and targets the 25 registered CBOs in the county. The findings reveal that about 93 percentage of the grassroots organizations need to look for funds to run their projects with only four percent relying on human resources skills to implement projects. In this county, the main source of funding is contributed by the members as well as funds sought from other NGOs and CBOs.

Soliciting for funds from donors is often done through various approaches. It could include writing proposals to donors or encouraging people to donate through social media or websites. Social media is a strong fundraising technique that helps to create relationships between organizations and donors and the public and allows for quick information flow and networking with other organizations to generate more funds (Maqbool, Razzaq, Hadeem, Nawaz and Niaz, 2019). A similar study in Punjab agrees writing proposals and the use of social media are two greatest methods for fundraising (Maqbool *et al.*, 2019).



### **2.3.4 Volunteerism and Implementation of CBO Projects**

Volunteerism is a notable philanthropic act of service that has proven beneficial to various projects in the non-profit sector. In Kenya for instance, various development projects such as water and food security have been implemented through leveraging volunteers as a resource (Waruinge, 2019). Studies have found a positive value of using volunteerism to obtain human resources in service provision. Volunteers support community projects through offering the needed human resource skills. Therefore, the volunteers can help reduce the financial burden to CBOs. Through provision of free services, CBOs can save up money that could be used for salaries and direct it to project activities.

In Pakistan, the involvement of volunteers in project implementation has been a successful innovative resource mobilization strategy. Many nonprofit organizations do not have adequate funds to employ or retain project staff when funds are depleted. Volunteers are involved through internships, conducting outreaches in the communities, raising funds, and managing events and offering technological support (Kashfi and Sherwani, 2019). Besides, some nonprofits train youth volunteers who are called upon to support emergency response programs in case of disasters.

Karimanzira (2018) examine challenges faced by CBOs implementing women focused programs in Rudhaka, Zimbabwe. This study established that most CBOs relied on volunteer support. However, most volunteers in the Rudhaka District Community Development Trust (RDCDT) lack formal employment and they must balance the time they spend volunteering and time spent on domestic chores to fend for themselves and their families. The study also noted that most of the volunteers have limited formal education which makes it hard for them to understand information related to funding options written in the English language. Some volunteers also have limited skills in reporting and documentation of the project activities as expected by donors and partners, which affects the effective monitoring of resources. As a result, resources are wasted and there is no framework to capture progress or change.

Waruinge (2019) conducted a study in Kenya to assess how volunteerism contributes to development. The study was done through a desk study methodology that involved reviewing various literature and empirical studies. The results indicate that volunteerism has promoted

development in Kenya. This is as result of the regulations allowing the international and local volunteers to work in various NGOs and CBOs programs through the understanding that these organizations have a capacity to reach to people in the grassroots. The study concludes that volunteers help in promoting the social welfare of people living in marginalized areas through providing their human resource skills.

### **2.3.5 Partnerships with Other Organizations and Implementation of CBO Projects**

Many organizations working to improve the lives of vulnerable people in various communities have resulted in building alliances with local CBOs. Some organizations see CBOs as a bridging the gap between them and the community due to their presence and knowledge of the issues affecting the people (Patel, 2019). The other reason for partnering is a tactic to target donor resources reason being, several donors are now questioning why they should fund a certain organization, while another organization is pursuing similar goals and objectives. CBOs can leverage partnerships with already established organizations to access resources. These established organizations can take advantage of the brand name and more technical skills to source for funds.

Formation of partnerships between the grassroots organizations and other larger organization can allow for complementarity among them. In Mali, one of the main challenges for the CSOs including the grassroots CBOs and the NGOs is inability to collaborate (Nyrabikali, 2016). Therefore, the number of organizations focusing on similar projects is high resulting in increased competition for resources. These CSOs would be more effective if they complimented each other through collaborating. Also, they would be more effective without only focusing on external sources of funds for their projects.

A study by Stapele, Woensdregt, Nencel, and Rwigy, (2019) assess the political role played by CBOs and the sponsors providing Aid for Development in Nairobi, Kenya. The research was done using a literature review study. From this study, it was revealed that the CBOs partnerships with NGOs allow them to access more donor funds. However, sometimes CBOs experience some challenges from partnering with some NGOs. When the CBO funding is channeled through the NGOs, sometimes CBOs still fail to gain their autonomy as the NGOs do not seek an equal

partnership, yet they do not really understand the grassroots needs as the CBOs do. These challenges make some CBOs prefer getting the funding directly from donors instead of through the partner NGO.

Several authors have explored the use of partnerships with other organizations as a strategy for obtaining resources by CBOs. In the United States, some CBOs have resulted to using creative financing as a way of obtaining funds from donors and government due to the competitive nature of access to funds. One of the creative financing tactics is to establish partnerships with other CBOs sharing a common goal and collectively looks for additional funding (Jaramillo , et al., 2019). This way many CBOs have successfully implemented various projects. In a different study in Kenya, Muthaura and Omwenga (2017) discovered that CBOs that have inadequate resources sought for resources through partnerships with donors or other organizations.

Keter (2018) assess how Self- Help groups in Uasin Gishu County form partnerships and how they perform. The researcher relied on the cross- sectional survey approach using interviews and questionnaires to gather data. The results found out that the community based organizations, are in partnerships with other groups. Through these partnerships, the Self- Help groups can access financial resources, new ideas and training support. However, finances only obtained from various partners are not enough for the organization to function well. Forming partnerships is a good strategy for getting resources but, there is need to diversify other strategies to get resources.

## **2.4 Summary of Empirical Literature**

This studied literature includes the discussion of former studies done by other researchers, concerning the research topic on resource mobilization strategies and implementation of CBO projects in Kenya, concentrating on Kibra informal settlement. The literature of the objectives is reviewed and summarized. Project implementation is described as the process of carrying out activities that were planned during the project planning phases. Authors have indicated that several CBOs are experiencing challenges in project implementation in Kenya.

The literature was also examined according to the independent variables under study which include strategic planning for resources, resource fundraising techniques, volunteerism, and partnerships with other organizations likened to the dependent variable that is implementation of CBO projects. The literature has indicated that strategic planning for resources is vital for project

performance. CBOs engage in different fundraising techniques to source for funds for their projects. Some fundraising techniques including social media, proposal writing to donors, special events have been used by various CBOs. The literature notes that reliance on a variety of sources funds is vital in resource mobilization.

Volunteerism as a resource mobilization strategy is reviewed. The literature reviewed indicates the important role played by volunteerism in community service programs in the Kenyan and African context. There are many volunteers who are actively involved in executing projects in various counties as well as the informal settlements in Kenya. A partnership with other organizations in the implementation of projects has been vital for projects in various contexts.

### 2.4.1 Research Gap

Table 2.1 outlines the research gaps from the examined literature, which this study aims to bridge.

**Table 2.1: Research Gap**

Variable	Author	Focus of the Study	Findings	Knowledge Gap	Focus of the Current Study
Strategic Planning for Resources	Opiyo (2016)	Strategic planning and performance of CBOs in Migori, Kenya	CBOs had a challenge implementing strategic plans due to lack of stakeholder inclusion and low education of the CBO staff.	The focus was strategic planning practices by CBOs and project performance Migori, Kenya	Strategic planning for resources and implementation of CBO projects in Kibra
Strategic Planning for Resources	John, Muturi, and Nyang'au, (2017)	Factors affecting CBO strategies in Nyamira County	Competition is a factor that influences some of the strategies adopted by CBOs	The research concentrated on factors affecting CBO strategies in the context of Nyamira County Kenya	Strategic planning for resources and implementation of CBO projects in Kibra
Fundraising Techniques	Waweru (2016)	Factors influencing performance of CBOs in Buuri, Meru Kenya	CBO projects failed when the donors withdraw funds	Focused performance the of CBOs projects in Meru County Kenya.	Fundraising techniques and implementation of CBO projects in Kibra

Fundraising Techniques	Thanh, Trinh, Thanh, Olson, and Larsson, (2020)	Fundraising capability of CBOs in Vietnam.	Biggest challenge of CBOs is poor grant writing skills for fundraising.	This research was undertaken in Vietnam CBOs	Fundraising techniques and implementation of CBO projects in Kibra informal settlement Nairobi County
Volunteerism	Waruinge (2019)	How volunteerism contributes to development in Kenya	Volunteerism has increased development through social welfare projects to most marginalized communities	The study focused on volunteerism in Kenyan context but not specific to the area of study	Volunteerism and implementation of CBO projects in Kibra
Volunteerism	Karimanzira (2018)	Challenges faced by CBOs	Most CBOs relied on volunteers support as the human resource	This study was done in Zimbabwe context	Volunteerism and implementation of CBO projects in Kibra
Volunteerism	Waruinge (2019)	How volunteerism has contributed to development in Kenya	Volunteers giving their human resource skills have improved welfare of marginalized communities and promoted development	The study focused on volunteerism in Kenya as a whole and its effect on development	Volunteerism and the implementation of CBO projects in Kibra informal settlement Nairobi County
Partnership with other Organizations	Stapele, Woensdregt, Nencel, and Rwigi, (2019)	Political position of CBOs and the Aid System for Development in	CBOs partnerships with NGOs allow them to access more donor funds.	The study focused CBOs in Nairobi at Large	Partnerships and implementation of CBO projects in

		Nairobi			Kibra informal settlement Nairobi County
Partnership with Other Organizations	Keter (2018)	How Self- Help groups in Uasin Gishu County form partnerships and how they perform.	This study established that formation of partnerships provided an opportunity of accessing financial resources.	The study focused Self Help Groups in Uasin-Gishu County	Partnerships in with other organization and implementation of CBO projects in Kibra

**Source: Author (2022)**

## 2.5 Conceptual Framework

Using the conceptual framework (Figure1), the researcher aims to realize the linkage amongst the independent variables and the dependent variable concerning this research. A conceptual framework indicates the ideas of the researcher structured in a diagrammatic representation to depict the link between these variables (Mugenda and Mugenda, 2003). The independent variables which are the resource mobilization strategies include strategic planning for resources, resource fundraising techniques, volunteerism, and partnerships with other organizations. These four independent variables will be studied to assess their influence the dependent variable, that is implementation of CBO projects. Moderating variables in this study are assumed to be government policies and donor conditions. Cultural values and politics are assumed to be the intervening variables.

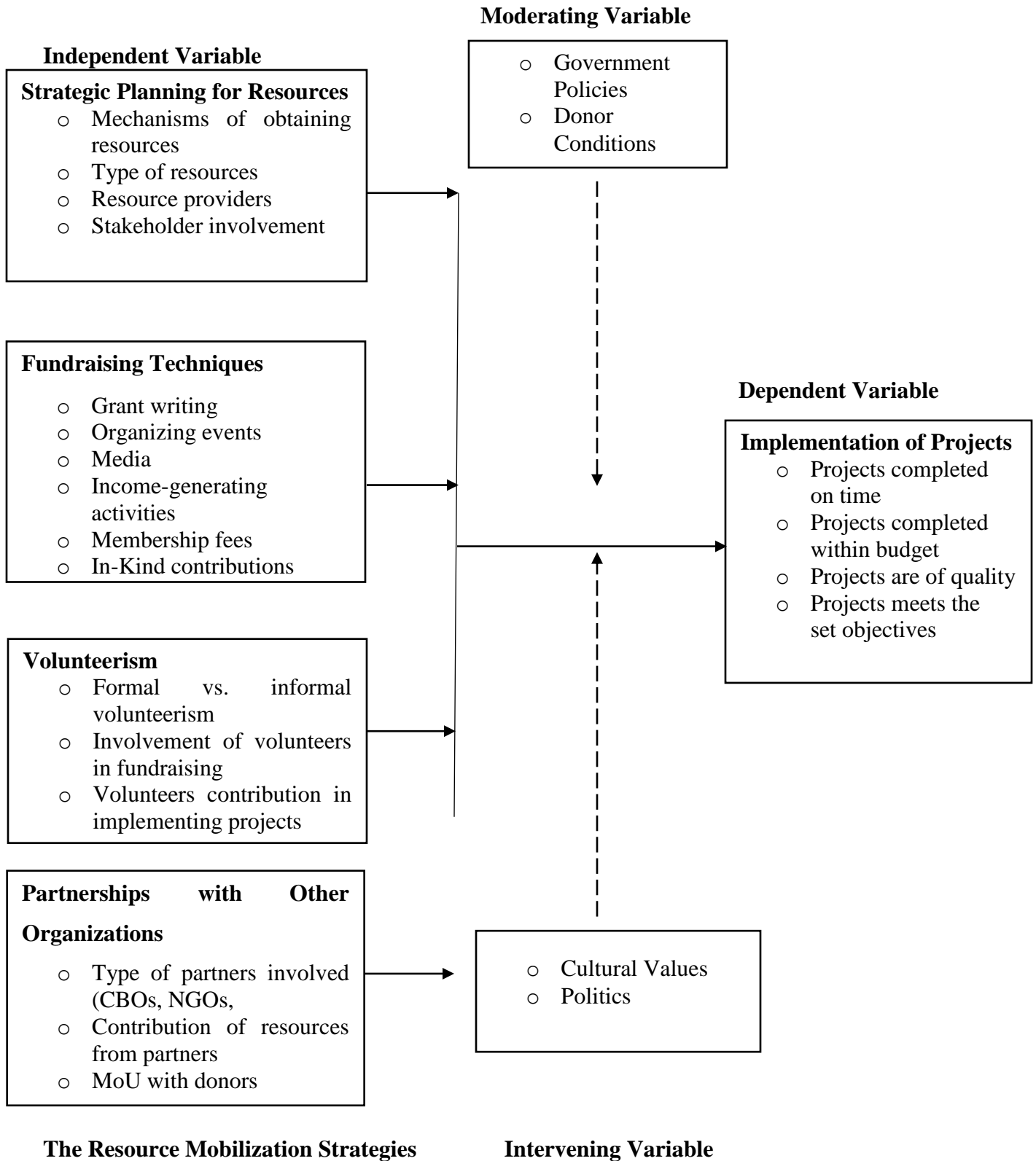


Figure 1: Conceptual framework for resource mobilization strategies and implementation of CBO projects in Kenya; A case of Kibra informal settlement, Nairobi County

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter details the methodology followed in conducting the study. The aspects outlined are the research design, target population, sample size and sampling procedure, the research instrument, validity and reliability, data collection procedures, data analysis, ethical considerations, and the operationalization of the variables under study.

#### **3.2 Research Design**

This research utilized a descriptive survey design. The design allowed a detailed documentation of the phenomenon of interest with less manipulation of the variables. The descriptive survey design allows one to collect, make a summary, and interpret information regarding the current situation about phenomena by describing what exists concerning the variables in a particular situation (Mugenda and Mugenda, 2003). A descriptive design was also suitable to enable the generalization of results to a larger population. The design also supported in gathering qualitative and quantitative data which provided a comprehensive grasp of the topic of study.

#### **3.3 Target Population**

The targeted population was 400 personnel from 100 registered and active CBOs that are currently implementing Youth Empowerment Projects, Child Welfare, and Environmental Conservation Projects in Kibra. According to information obtained from Department of Gender and Social Services Kibra (2021), these three categories of projects are currently the most actively implemented projects in Kibra. Thus, the study was limited to these majority projects. Within the 100 CBOs, the targeted population was 400 comprising of 300 CBO Officials and 100 Project Managers. CBO Officials and Project managers was targeted because they were in the top management of the CBOs hence, they were involved in resource mobilization.

The target population is summarized in Table 3.2;



**Table 3.2: Target Population**

Type of Project per CBO	CBO Officials	Project Managers	Total Population
Youth Empowerment Projects	120	40	160
Environmental Conservation Projects	120	40	160
Child Welfare Projects	60	20	80
<b>Total</b>	<b>300</b>	<b>100</b>	<b>400</b>

Source: Department of Gender and Social Services, Kibra (2021)

### 3.4 Sample Size and Sampling Procedure

Sampling involves choosing a subgroup of the entire population targeted, which was a representative of this population. This part presents the selected sample of respondents and the sampling procedure that the researcher adopts.

#### 3.4.1 Sample Size

This study utilized Yamane (1967) sample size formula as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Whereby, n= Sample size

N= Population size

e= sampling error

The study sampling error of 0.10 was allowed and a 90% confidence level was assumed. Using a population of 400 the sample size was obtained as follows.

$$n = \frac{400}{1 + 400(0.10)^2}$$

$$n = \frac{400}{1 + 400(0.01)}$$

$$n = \frac{400}{5}$$

$$n = 80$$

Therefore, the sample size of 80 respondents was targeted obtained from the total population of 400.

### 3.4.1 Sampling Procedure

The researcher first conducted purposive sampling to pick the 100 active CBOs implementing Youth Empowerment, Child Welfare, and Environmental Conservation Projects in Kibra. With over 1000 registered CBOs, many had not renewed registration as required while others remained inactive. These 100 were targeted as they were currently actively implementing projects and the target population was in place to answer questions about this study. Then, the researcher employed a stratified random sampling technique. This technique was employed to ensure that personnel of different categories in the CBOs are well included in the sample (Mugenda and Mugenda, 2003). According to (Mathew, Sola, Oladiran, and Amos, 2013), splitting the population into homogenous groups and getting a sample of study from these groups increases precision. Therefore, the researcher categorized the population into 2 main strata namely CBO officials and Project Managers.

The sample size was distributed among the respondents using the Neyman allocation formula as endorsed by Mathew *et al.*, (2013), to get a proportional stratified random sampling technique. This procedure gave the smallest variance and was the appropriate sample size selection procedure.

$$n_h = (N_h / N) * n$$

Whereby;

N- Total target population size

$n_h$ - The sample size for stratum h

$N_h$ = Total population for stratum h

n= Total Sample size

The distribution of the sample size among the respondents is shown in **Table 3.3**

**Table 3.3: Sample Size Distribution**

Categories	No. in Category	Propotion of the Sample ( $N_h / N$ ) * n	Sample size
CBO Officials	300	(300/400)*80	60

Project Managers	100	$(100/400)*80$	20
<b>TOTAL</b>	<b>400</b>	<b>80.0</b>	<b>80</b>

From Table 3.3, 80 respondents were targeted. Simple random sampling was then used to select the required respondents under each category.

### **3.5 Research Instruments**

A questionnaire was utilized as the main tool to gather primary data. This tool developed by the researcher was a mix of open and close ended questions. The selection of a questionnaire as the appropriate tool in this research allowed the gathering of huge amounts of data from various respondents over a small period, and data collection was cheap (Mugenda and Mugenda, 2003). The process involved gathering both the numerical and text data to get both quantitative and qualitative data respectively.

#### **3.5.1 Piloting of Instruments**

A pilot test is described as a rehearsal and replica of the actual study, which identifies any weaknesses in the instrument and allows the researcher to make necessary improvements (Kothari, 2004). The piloting was conducted through pre-testing the questionnaire in Korogocho informal settlement an area that has similarities in characteristics to the actual area of study and to the target population. The researcher pre-tested the instrument on 16 respondents who represented 20% of the total sample. A pretest of between 10 to 20 % of the sample is endorsed by (Mugenda and Mugenda, 2003). Piloting made certain the clearness of the questions to the respondents and boosted the validity and the reliability of the data collected.

#### **3.5.2 Validity of Instruments**

Accuracy of the data collected is a central issue in a research study. Validity means how well a data collection method fulfills the study's purpose by accurately measuring whatever it is aimed to measure (Saunders, Lewis and Thohnhill, 2007). To enhance the instrument validity, the questionnaire was pre-tested by undertaking a pilot study. Besides, the validity was also examined in terms of content validity. The researcher established the content and face validity by seeking the opinions of the supervisor and fellow classmates undertaking the project planning

and management course. They analyzed the questionnaire content and provided comments and suggestions for improvement before the actual study was undertaken.

### **3.5.3 Reliability of Instruments**

Mugenda and Mugenda (2003), state that reliability describes the dependability or the degree to which the instrument of research produces uniform results repeatedly under similar conditions. In this study, the split-half reliability method was utilized to ascertain the instrument's reliability. The questionnaire was randomly split into two parts obtaining one part with odd number items and the second half with items with even appearances. The researcher administered the first part of the instrument to the respondents and noted the results, and the second half of the questionnaire was subsequently handed out. The researcher then calculated the total score for each of the divided halves. Reliability analysis was subsequently done using Cronbach's Alpha to check the internal consistency. Mugenda and Mugenda (2012) established that the Alpha value threshold at 0.7.

**Table 4.4: Reliability Analysis**

	<b>Cronbach's Alpha</b>
Strategic planning for resources	0.858
Fundraising Techniques	0.863
Volunteerism	0.773
Partnerships with other organizations	0.831
Implementation of CBO projects	0.730

Cronbach Alpha was each of objective was checked. The fundraising techniques was the most had and alpha of 0.863 making it the most reliable, followed by strategic planning for resources with an alpha value of 0.858, then partnerships with other organizations with an alpha value of 0.831, then volunteerism with 0.773 while implementation of CBO projects was with value of 0.730. This illustrates that all these variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Tasar, 2019). This, therefore, indicated that the questionnaire was reliable and did not need any modification.

### **3.6 Data Collection Procedure**

Before carrying out the data collection, the researcher got a letter of introduction from the University of Nairobi and used it to request the okay for conducting the research from the National Commission for Science Technology and Innovation (NACOSTI). The researcher sought permission to collect data from the chief and other relevant authorities in Kibra. A transmittal letter was also attached to each questionnaire. The research team was made up of the researcher and two other assistants. These assistants reside in Kibra, and they had a full understanding of the locality. The researcher trained the research assistants before the data collection exercise on how to explain the study and answer questions that the respondents had concerning the questions in the questionnaire. To comply with COVID-19 guidelines, the researcher and the assistants used Face Masks and hand sanitizers and practiced social distancing to ensure safety while gathering the data. The researcher coordinated the entire exercise and the filling of the questionnaires in Kibra informal settlement.

### **3.7 Data Analysis Techniques**

Data analysis took place using descriptive and inferential statistics. The researcher cleaned the data collected to ensure it was complete, clear, and had consistency. The cleaned data was then coded and classified before the analysis. The Statistical Package for Social Science (SPSS) software was used for data analysis and interpretation. Analysis of quantitative data was through descriptive statistics including means, standard deviation, frequency distributions, and percentages. Furthermore, using inferential statistics Pearson's correlation was used to assess the relationships amongst the independent variables and dependent variable.

### **3.8 Ethical Considerations**

Ethical protocols were followed before, during data collection, and handling of the data gathered. First, before heading for data collection, approval was sought from the Management Science and Project Planning department at the University of Nairobi and from NACOSTI. The researcher also obtained permission from the department of Gender and authorities in Kibra. They received a copy of the transmittal letter to give confidence to respondents.

The researcher ensured to seek consent from the respondents before gathering data to ensure their participation was out of their own will. The respondents were given assurance that the data gathered were strictly utilized for the goal of the study and handled with a lot of confidentiality. Also, the respondents were treated with respect and courtesy. The researcher also ensured voluntary participation and anonymity of the data gathered from these respondents.

### 3.9 Operationalization of Variables

**Table 3.5: Operationalization of Variables Table**

Objectives	Type of Variable	Indicators	Measurement Level	Data Collection Tool	Type of Data Analysis	Data Analysis Tools
To establish the influence of strategic planning for resources on the implementation of CBO projects in Kenya.	<b><u>Independent</u></b> Strategic Planning for Resources	<ul style="list-style-type: none"> <li>• Mechanisms of obtaining resources</li> <li>• Type of resources</li> <li>• Resource providers</li> <li>• Stakeholder involvement</li> </ul>	Ordinal Nominal	Questionnaire	Descriptive analysis  Inferential analysis	Mean, Percentages, Frequencies, Standard Deviation  Pearson Correlation
To determine the influence of fundraising techniques on the implementation of CBO projects in Kenya.	<b><u>Independent</u></b> Fundraising Techniques	<ul style="list-style-type: none"> <li>• Grant Writing</li> <li>• Organizing events</li> <li>• Media</li> <li>• Income-generating activities</li> <li>• Membership fees</li> <li>• In-Kind contributions</li> </ul>	Ordinal Nominal	Questionnaire	Descriptive analysis  Inferential analysis	Mean, Percentages, Frequencies, Standard Deviation  Pearson Correlation
To assess the influence of volunteerism on the implementation of CBO projects in Kenya	<b><u>Independent</u></b> Volunteerism	<ul style="list-style-type: none"> <li>• Formal vs. informal volunteerism</li> <li>• Involvement of volunteers in fundraising</li> <li>• Volunteers contribution in implementing projects</li> </ul>	Ordinal Nominal	Questionnaire	Descriptive analysis  Inferential analysis	Mean, Percentages, Frequencies, Standard Deviation

						Pearson Correlation
To examine the influence of partnerships with other organizations on the implementation of CBO projects in Kenya.	<b><u>Independent</u></b>  Partnerships with Other Organizations	<ul style="list-style-type: none"> <li>• Type of partners involved (CBOs, NGOs,</li> <li>• Contribution of resources from partners</li> <li>• MoU with donors</li> </ul>	Ordinal Nominal	Questionnaire	Descriptive analysis  Inferential analysis	Mean, Percentages, Frequencies, Standard Deviation  Pearson Correlation
	<b><u>Dependent</u></b>  Implementation of CBO Projects	<ul style="list-style-type: none"> <li>• Projects completed on time</li> <li>• Projects completed within budget</li> <li>• Project Quality</li> <li>• Projects meet the set Objectives</li> </ul>	Nominal	Questionnaire	Descriptive analysis  Inferential analysis	Mean, Percentages, Frequencies, Standard Deviation  Pearson Correlation



## CHAPTER FOUR

### RESULTS INTERPRETATION AND DISCUSSIONS

#### 4.1 Introduction

This chapter discusses the interpretation and presentation of the results obtained from the field. The chapter presents the contextual information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

##### 4.1.1 Questionnaire Return Rate

The research sampled 80 respondents and administered the questionnaire to them all, but only 67 questionnaires were filled. This gave a response proportion of 67(83.7%) which is higher than then 50% mark that and is considered significant a response proportion for a statistical analysis as recommended by Kumar (2019).

**Table 4.6: Response Rate**

	Number of informants	Percent
Response	67	83.7
Non- Response	13	16.3
<b>Total</b>	<b>80</b>	<b>100.0</b>

#### 4.2 Background Information

The demographic profiles of the respondents were collected to briefly understand their backgrounds. The details collected checked the respondents' gender, highest level of education, age bracket, position in CBO, duration of service in CBO and types of projects in CBO.

##### 4.2.1 Gender of the Respondent

The study sought to identify the gender of the respondents. The findings were presented in Table 4.7.

**Table 4.7: Gender of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	37	55.2
Female	30	44.8
<b>Total</b>	<b>67</b>	<b>100.0</b>

From the results, 37(55%) of the respondents were male, and 30(44%) were female. This indicated that there was no gender bias and information collected from all the respondents was reliable.

#### **4.2.2 Age Bracket of the Respondent**

The respondents were further asked to indicate the age bracket to which they belong. The results were as shown in Table 4.8.

**Table 4.8: Age of the Respondent**

	<b>Frequency</b>	<b>Percent</b>
18-24 years	9	13.4
25-34 years	40	59.7
35-45 years	16	23.9
46-59 years	2	3.0
Above 60 years	-	-
<b>Total</b>	<b>67</b>	<b>100.0</b>

The study results show that majority of the respondents were aged between 25-34 years as shown by 40(59.7%), 35-45 years as shown by 16(23.9%), 18-24 years as shown by 9(13.4%), and 46-59 years as shown by 2(3.0%). This shows that data was gathered across different categories of the CBO officials and project managers who offered diverse opinions on the theme under study.

#### **4.2.3 Highest Level of Education of the Respondent**

The CBO officials and project managers were asked to mention their highest education level. Table 4.9 presents their answers.

**Table 4.9: Highest Level of Education of Respondents**

	<b>Frequency</b>	<b>Percent</b>
Primary	2	2.9
Secondary	19	28.4
University	37	55.2
Tertiary	9	13.4
<b>Total</b>	<b>67</b>	<b>100.0</b>

Table 4.9 revealed that 37(55.2%) of the respondents had acquired university education, 19(28.4%) had reached the secondary level and 9(13.4%) had gotten to the tertiary level, and 2(2.9%) had attained the primary level qualifications. Therefore, all the respondents were able to understand the topic of study and provide dependable information.

#### **4.2.4 Position in the CBO**

The CBO officials and project managers were requested to indicate their position in CBO projects. Their answers were as shown in Table 4.10.

**Table 4.10: Position in CBO**

	<b>Frequency</b>	<b>Percent</b>
CBO Official	51	76.1
Project Manager	16	23.8
<b>Total</b>	<b>67</b>	<b>100.0</b>

The findings show that, 51(76%) of respondents were CBO officials and 16(23%) were project managers.

#### **4.2.5 Duration of Service in the CBOs**

Table 4.11 shows that 41(61%) of the CBO officials and project managers had worked in the CBOs for 2-4 years, 14(20%) had worked in the CBOs for over 10 years, 11(16%) were workers

in the CBOs for a length of between 5-10 years and 1(1%) had worked in the CBOs for a period below 1 years.

**Table 4.11: Duration of Service in the CBOs**

	<b>Frequency</b>	<b>Percent</b>
Below 1 year	1	1.5
2-4 years	41	61.2
5-10 years	11	16.4
10 years and above	14	20.9
<b>Total</b>	<b>67</b>	<b>100.0</b>

#### **4.2.6 Type of Projects**

As per the results in Table 4.12 below, 57(85%) of the CBO officials and project managers indicated that the type of projects their CBO was implementing in the community were youth empowerment projects, 9(13%) indicated that the type of projects their CBO was implementing in the community were environmental conservation projects and 1(1%) indicated that the type of projects their CBO was implementing in the community were child welfare projects.

**Table 4.12: Type of Projects**

	<b>Frequency</b>	<b>Percent</b>
Youth Empowerment	57	85.1
Environmental Conservation	9	13.4
Child Welfare	1	1.5
<b>Total</b>	<b>67</b>	<b>100.0</b>

#### **4.3 Strategic Planning for Resources and Implementation of CBO Projects**

This section provides findings on strategic planning for resources and implementation of CBO projects.

### 4.3.1 Strategic Plan for Mobilizing Resources

The study wanted to establish whether the CBOs had a strategic plan for mobilizing resources, 63(94%) of the CBO officials and project managers indicated that their CBO had a strategic plan for mobilizing resources while 4(6%) did not have a strategic plan for mobilizing resources.

**Table 4.13: Strategic Plan for Mobilizing Resources**

	Frequency	Percent
Yes	63	94.0
No	4	6.0
<b>Total</b>	<b>67</b>	<b>100.0</b>

### 4.3.2 Duration of the Strategic Plan in Terms of Years

Table 4.14 shows that 23(34%) of the CBO officials and project managers mentioned that the duration of the strategic plan for mobilizing resources was 1 year and 3 years, 9(13%) indicated that the duration of the strategic plan for mobilizing resources was 2 years, 7(10%) indicated that the duration of the strategic plan for mobilizing resources was 5 years and above whereas 5(7%) indicated that the duration of the strategic plan for mobilizing resources was 4 years.

**Table 4.14: Duration of the Strategic Plan in Terms of Years**

	Frequency	Percent
1 year	23	34.3
2 years	9	13.4
3 years	23	34.3
4 years	5	7.4
5 years and above	7	10.4
<b>Total</b>	<b>67</b>	<b>100.0</b>

### 4.3.3 Type of Resources Mobilized in the Organization

Table 4.15 shows that 58(86%) of the CBO officials and project managers indicated that their organization planned to mobilize financial resources for implementing projects and 9(13%) indicated that their organization planned to mobilize non-financial resources for implementation of projects.

**Table 4.15: Type of Resources Mobilized in the Organization**

	Frequency	Percent
Financial resources	58	86.6
Non- Financial resources	9	13.4
<b>Total</b>	<b>67</b>	<b>100.0</b>

### 4.3.4 Strategic Planning for Resources

According to Table 4.16, respondents agreed with statements considered in strategic planning for resources to a great degree as revealed by a composite mean of 3.83 in that; The organization had planned for internal resource mobilization to a great extent (mean=3.96), all stakeholders participated in formulating the strategic plan for resource mobilization to a great extent (mean=3.90), the strategic plan had indicated different types of mechanisms of mobilizing resources to a great extent (mean=3.90), the strategic plan emphasized on mobilizing resources from Local resource providers to a great extent (mean=3.85), the organization's strategic plan focused on mobilizing resources from International resource providers to a great extent (mean=3.71) and the strategic plan for resources was in agreement with the CBO objectives to a great extent (mean=3.70).

**Table 4.16: Strategic Planning for Resources**

Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std. Deviation
All stakeholders participate in formulating the strategic plan for resource mobilization	3(4.5%)	5(7.5%)	8(11.9%)	17(25.4%)	34(50.7%)	3.90	1.156

The strategic plan has indicated different types of mechanisms of mobilizing resources	2(3.0)	2(3.0)	2(3.0)	32(47.8%)	28(41.8%)	3.90	1.437
The organization's strategic plan focuses on mobilizing resources from international resource providers	1(1.5%)	3(4.5%)	18(26.9%)	24(35.8%)	20(29.9%)	3.71	.947
The strategic plan emphasizes on mobilizing resources from Local resource providers	2(3.0%)	1(1.5%)	11(16.4%)	44(65.7%)	9(13.4%)	3.85	.783
The organization has planned for internal resource mobilization	2(3.0%)	1(1.5%)	12(17.9%)	29(43.3%)	23(34.3%)	3.96	.928
The strategic plan for resources agrees with the CBO objectives	1(1.5%)	2(3.0%)	4(6.0%)	9(13.4%)	51(76.1%)	3.70	.854
<b>Composite Mean</b>						<b>3.83</b>	<b>1.017</b>

#### 4.3.5 Strategic Planning on Implementation of CBO Projects in Kibra

Respondents indicated that strategic planning for resources is essential for the successful implementation of CBO projects. It aids in guaranteeing that the project is completed in good time, within the allocated budget, and meets the objectives set by the organization. By allocating resources efficiently, setting realistic project goals, prioritizing activities, and managing risks, CBOs can achieve their project objectives and make a positive impact on the communities they serve.

#### 4.3.6 Inferential Analysis

The study used Pearson Correlation Coefficient to determine the link between strategic planning for resources on implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya. The results were as shown in Table 4.17.

**Table 4.17 Strategic Planning for Resources and Implementation of CBO projects**

Variable	Implementation of CBO Projects	
Strategic Planning for Resources	Pearson Correlation	0.791*
	Sig. (2-Tailed)	0.000
	n	67

\* Correlation is significant at the 0.05 level (2-tailed)

The Pearson Correlation results of 0.7917 and a p-value of  $< 0.057$  indicate a strong positive correlation and a statistically significant relationship between strategic planning for resources and implementation of CBO projects in the study area.

#### 4.4 Fundraising Techniques and Implementation of CBO Projects

This section provides findings on fundraising techniques and implementation of CBO projects.

##### 4.4.1 Fundraising Techniques

The identified to what degree the succeeding statements were linked to fundraising techniques. A composite mean of 3.68 shows that the statements were linked to fundraising techniques to a great extent.

**Table 4.18: Fundraising Techniques**

Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std. Deviation
The common means of fundraising is through writing grant proposals to donors	1(1.5%)	1(1.5%)	17(25.4%)	24(35.8%)	21(31.3%)	3.72	.900
The amount of funds received from donors is enough for the implementation of projects	6(9.0%)	9(13.4%)	23(34.3%)	16(23.9%)	10(14.9%)	3.57	1.165
The organization holds special	7(10.4%)	3(4.5%)	11(16.4%)	23(34.3%)	23(34.3%)	3.64	1.233



events for raising funds							
The organization has own income-generating activities for fundraising apart from relying on donors	7(10.4%)	5(7.5%)	5(7.5%)	30(44.8%)	17(25.4%)	3.70	1.256
The organization uses media as a means of mobilizing for funds	8(11.9%)	11(16.4%)	13(19.4%)	15(22.4%)	17(25.4%)	3.66	1.371
The organizations rely on In- Kind Contributions	2(3.0%)	8(11.9%)	13(19.4%)	24(35.8%)	15(22.4%)	3.72	1.083
The CBO members contribute membership fees directed towards implementation of projects	4(6.0%)	3(4.5%)	3(4.5%)	32(47.8%)	21(31.3%)	3.80	1.078
<b>Composite Mean</b>						<b>3.68</b>	<b>1.155</b>

The CBO members contributed membership fees directed towards implementation of CBO projects to a great degree (mean=3.80), the common means of fundraising was through writing grant proposals to donors to a great extent (mean=3.72), the organizations relied on In- Kind Contributions to donors to a great extent (mean=3.72), the organization had own income-generating activities for fundraising apart from relying on donors to a great extent (mean=3.70), the organization used media as a means of mobilizing for funds to a great extent (mean=3.66), the organization held special events for raising funds to a great extent (mean=3.64) and the amount of funds received from donors was enough for implementing projects to a great degree as shown by a mean score of 3.57.

#### **4.4.2 Other Fundraising Techniques**

Respondents indicated that Grant Writing: CBOs can write grant proposals to solicit funds from donors and grant-giving organizations. The grant proposal should be well-researched and structured, highlighting the organization's goals, objectives, and strategies to achieve them; Crowdfunding: Crowdfunding is an online fundraising platform that enables CBOs to raise funds from many individuals by using social media and other digital marketing tools. CBOs can create a compelling message and call to action to inspire donors to contribute to their cause; Corporate Social Responsibility (CSR): CBOs can seek support from corporations through their CSR programs. Many corporations have CSR programs that support community-based projects and initiatives that align with their values and objectives; Events: CBOs can organize fundraising events such as galas, auctions, and charity runs. These events offer an opportunity to raise awareness about the organization's mission and attract donors who are passionate about the cause; Donor Cultivation: CBOs can cultivate relationships with donors by creating personalized communication and engagement strategies. This involves regularly updating donors on the organization's progress, recognizing their contributions, and involving them in decision-making and Membership Programs: CBOs can create membership programs that offer donors exclusive benefits such as access to events, discounts, and special recognition. These programs help build a loyal donor base and generate recurring revenue for the organization were other fundraising techniques their organization engaged in apart from the ones mentioned.

#### **4.4.3 Fundraising Techniques on the Implementation of CBO Projects**

Fundraising techniques can greatly influence the implementation of CBO projects in Kibra informal settlement. Kibra is a densely populated informal settlement in Nairobi, Kenya, where many residents face numerous challenges such as poverty, lack of access to basic services, and limited opportunities. CBOs in Kibra often rely on external funding to implement their projects, as they may lack access to ample resources within the community. The use of fundraising techniques can, therefore, be critical to ensuring the success of these projects.

The use of these fundraising techniques can increase the resources available to CBOs in Kibra, thereby enhancing their capacity to implement projects and programs that benefit the community. However, it is notable that fundraising is just one of the aspect of successful project

implementation, and CBOs in Kibra must also ensure effective planning, stakeholder engagement, and monitoring and evaluation to achieve long-term impact.

#### 4.4.4 Inferential Analysis

The determined the link between fundraising techniques on the implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya using Pearson Correlation Coefficient. The results were as illustrated in Table 4.19.

**Table 4.19 Fundraising Techniques on Implementation of CBO Projects**

Variable	Implementation of CBO Projects	
Fundraising Techniques	Pearson Correlation	0.680*
	Sig. (2-Tailed)	0.017
	n	67

\* Correlation is significant at the 0.05 level (2-tailed)

The Correlation of 0.680 and a p-value of  $< 0.05$  denote a strong positive correlation and a statistically significant link between fundraising techniques and implementation of CBO projects.

#### 4.5 Volunteerism and Implementation of CBO Projects

This segment provides findings on Volunteerism and Implementation of CBO Projects.

##### 4.5.1 Volunteerism as a Strategy for Human Resources

Table 4.20 display that 94% of the respondents specified that volunteerism was used as a strategy for human resources mobilization in their CBO while 6% indicated that volunteerism was not used as a strategy for human resources mobilization in their CBO.

**Table 4.20 Volunteerism as a Strategy for Human Resources**

	Frequency	Percent
Yes	63	94.0
No	4	6.0

<b>Total</b>	<b>67</b>	<b>100.0</b>
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#### 4.5.2 Type of Volunteers in the Organizations

The results in Table 4.21 establishes that 76% of the CBO officials and project managers indicated that formal volunteerism was the type of volunteering in the organization while 23% indicated that informal volunteerism was the type of volunteering in the organization.

**Table 4.21: Type of Volunteers in the Organizations**

	<b>Frequency</b>	<b>Percent</b>
Formal Volunteers	51	76.1
Informal Volunteers	16	23.8
<b>Total</b>	<b>67</b>	<b>100.0</b>

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#### 4.5.3 Volunteers Services

As per Table 4.22 shows that 82% of the CBO officials and project managers specified that volunteer services were completely free and no compensation was provided to the volunteers and 17% indicated that volunteer services were completely not free and no compensation was provided to the volunteers.

**Table 4.22: Volunteers Services**

	<b>Frequency</b>	<b>Percent</b>
Yes	55	82.1
No	12	17.9
<b>Total</b>	<b>67</b>	<b>100.0</b>

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#### 4.5.4 Statements on Volunteerism

The study sought to determine how the following statements were linked to volunteerism. A composite mean of 3.78 shows that the following statements were linked to volunteerism to a

great extent in that; involvement of volunteers was critical to meet human resource capacity needed for implementation of projects by your CBO to a great extent (mean=3.87), the organization equipped volunteers with necessary skills and training to effectively implement the projects to a great extent (mean=3.81), respondents organization had adequate staff for implementation of projects to a great extent (mean=3.79) and volunteers supported in fundraising activities for their CBO to a great extent (mean=3.67).

**Table 4.23: Statements on Volunteerism**

<b>Statements</b>	<b>SD (1)</b>	<b>D (2)</b>	<b>N (3)</b>	<b>A (4)</b>	<b>SA (5)</b>	<b>Mean</b>	<b>Std. Deviation</b>
Involvement of Volunteers is critical to meet human resource capacity needed for Implementation of projects by your CBO	1(1.5%)	1(1.5%)	8(11.9%)	14(20.9%)	42(62.7%)	3.87	2.645
Your organization has adequate staff for implementation of projects	1(1.5%)	15(22.4%)	26(38.8%)	19(28.4%)	6(9.0%)	3.79	.946
Volunteers support in fundraising activities for your CBO	1(1.5%)	4(6.0%)	10(14.9%)	17(25.4%)	34(50.7%)	3.67	3.941
The organization equips volunteers with required training to effectively implement the projects	2(3.0%)	1(1.5%)	2(3.0%)	18(26.9%)	43(64.2%)	3.81	2.653
<b>Composite Mean</b>						<b>3.78</b>	<b>2.546</b>

#### 4.5.5 Volunteerism on Implementation of CBO Projects

Respondents indicated that volunteerism contributes to implementation of projects in Kibra informal settlement in several ways. Firstly, volunteerism can provide the much-needed human resources to support the implementation of CBO projects. With limited funding and staff, many CBOs in Kibra rely on volunteers to provide additional manpower, skills, and expertise needed to deliver their projects effectively. Volunteers can offer their time and expertise in various areas, including project planning, implementation, monitoring and evaluation, fundraising, and community mobilization.

Secondly, volunteerism can enhance community engagement and participation in CBO projects. Volunteers who live and work within Kibra informal settlement can serve as local champions, rallying community members to support CBO projects and providing information and feedback to CBOs. Thirdly, volunteerism can contribute to building sustainability of CBO projects in Kibra through creating ownership. When community members volunteer their time and effort to support CBO projects, they become invested in the success of the projects and are more likely to support their continuation and expansion even after the project's initial phase has ended.

Overall, volunteerism can be a powerful force for positive change in Kibra informal settlement, supporting CBOs to achieve their goals, promoting community participation and engagement, and fostering a sense of ownership and sustainability for community-driven projects.

#### 4.5.6 Inferential Analysis

The study used Pearson Correlation Coefficient to determine the relationship between volunteerism and implementation of CBO projects. The results were as shown in Table 4.24.

**Table 4.24 Volunteerism and implementation of CBO projects**

Variable	Implementation of CBO Projects
Volunteerism	Pearson Correlation
	0.643*
	Sig. (2-Tailed)
	0.029
	n
	67

\* Correlation is significant at the 0.05 level (2-tailed)

The Correlation results of 0.643 and a p-value of < 0.05 denote a strong positive correlation and a statistically significant link between volunteerism and implementation of CBO projects in the study area.

#### 4.6 Partnerships with Other Organizations and Implementation of CBO Projects

This section provides findings on Partnerships with Other Organizations and Implementation of CBO Projects.

##### 4.6.1 Partnerships with Other Organizations

The results in Table 4.25 display that the following statements were linked to partnerships with other organizations to a great extent as revealed by a composite mean of 3.83 in that; the partner organizations directly contributed resources to their CBOs for execution of projects to a great extent (mean=3.98), the partner organizations provided their CBO with linkages to potential donors to a great extent (mean=3.98), the amount of funding received by the CBOs had increased due to partnerships with other organizations to a great extent (mean=3.82), the partner organizations provided training to their CBOs on writing grant proposals to a great extent (mean=3.74) and their organization had established partnerships with other organizations to mobilize resources for execution of projects to a great degree as shown by a mean score of 3.67.

**Table 4.25: Partnerships with Other Organizations**

Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std. Deviation
Your organization has established partnerships with other organizations to mobilize resources for implementation of projects	1(1.5%)	3(4.5%)	4(6.0%)	18(26.9%)	41(61.2%)	3.67	.755
The partner organizations directly contribute resources to your CBO for implementation of projects	1(1.5%)	6(9.0%)	3(4.5%)	36(53.7%)	19(28.4%)	3.98	.927

The partner organization provide your CBO with linkages to potential donors	2(3.0%)	6(9.0%)	6(9.0%)	34(50.7%)	19(28.4%)	3.98	.875
The partner organizations provide training to your CBO on writing grant proposals	3(4.5%)	3(4.5%)	4(6.0%)	19(28.4%)	36(53.7)	3.74	1.079
The amount of funding received by your CBO has increased due to partnerships with other organizations	4(6.0%)	6(9.0%)	6(9.0%)	19(28.4%)	30(44.8%)	3.82	1.225
<b>Composite Mean</b>						<b>3.83</b>	<b>0.972</b>

#### 4.6.2 Partners Respondents Collaborate With

Table 4.26 establishes that 33(49%) of the respondents indicated that they had collaborated with other CBOs, 29% indicated that they had collaborated with NGOs, 13% indicated that they had collaborated with international NGOs and 7% indicated that they had collaborated with the government.

**Table 4.26: Partners Respondents Collaborate With**

	Frequency	Percent
Other CBOs	33	49.3
NGOs	20	29.9
International NGOs	9	13.4
The government	5	7.4
<b>Total</b>	<b>67</b>	<b>100.0</b>

#### 4.6.3 Partnerships with Other Organizations and Implementation on CBO Projects

Respondents indicated that partnerships can provide CBOs with access to additional financial resources, which can be used to support the implementation of their projects. By partnering with other organizations, CBOs can leverage their resources, networks, and expertise to attract



funding from diverse sources, such as governments, philanthropic groups, and corporate social responsibility programs.

Secondly, partnerships can facilitate knowledge sharing and capacity building. Partnering with other organizations can provide CBOs with opportunities to learn from other organizations' experiences, expertise, and best practices. This can help CBOs to develop their organizational capacity, enhance their project implementation skills, and improve their overall performance.

Thirdly, partnerships can help CBOs to access other resources that may be necessary for project implementation, such as materials, equipment, and human resources. By partnering with organizations that have these resources, CBOs can reduce their implementation costs and improve their efficiency.

Finally, partnerships can help to promote the sustainability of CBO projects in Kibra. By partnering with other organizations, CBOs can establish long-term relationships that go beyond the life of a single project. This can help to ensure that the benefits of CBO projects continue to accrue to the community even after the initial funding has ended.

#### 4.6.4 Inferential Analysis

The study identified the link between partnerships with other organizations and implementation of CBO projects at Kibra informal settlement through Pearson Correlation. The results of the were as illustrated in Table 4.27.

**Table 4.27 Partnerships with Other Organizations on Implementation of CBO Projects**

Variable			Implementation of CBO Projects
Partnerships	With	Other	Pearson Correlation
			0.756*
Organizations			Sig. (2-Tailed)
			0.000
			n
			67

\* Correlation is significant at the 0.05 level (2-tailed)

The Correlation of 0.756 and a p-value of  $< 0.05$  indicate a strong positive correlation and a statistically significant linkage between partnerships with other organizations and implementation of CBO projects in the study area.

#### 4.7 Pearson Correlation Coefficient

The Pearson's correlation coefficient results (shown in Table 4.28 below) show a substantial positive association between strategic planning for resources and implementation of CBO projects at Kibra informal settlement ( $\rho = 0.791$ , p-value 0.05). There was also a strong positive link between fundraising techniques ( $\rho = 0.680$ , p-value 0.05) according to the data. In Kibra informal settlement in Nairobi County, Kenya, there was also a significant positive relationship between volunteerism and implementation of CBO projects ( $\rho = 0.643$ , p-value 0.05), as well as a significant positive relationship between partnerships with other organizations and implementation of CBO projects in Kenya ( $\rho = 0.756$ , p-value 0.05).

This meant that through strategic planning for resources, fundraising techniques, volunteerism and partnerships with other organizations, implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya.

**Table 4.28 Correlation Matrix**

	Strategic planning for resources	Fundraising techniques	Volunteerism	Partnerships with other organizations
Strategic planning for resources (r) (p) Sig. (2 tailed)	1.000			
Fundraising techniques (r) (p) (2 tailed)	0.791* 0.000	1.000		
Volunteerism (r) (p) Sig. (2 tailed)	0.680* 0.017	0.228 0.115	1.000	
Partnerships with other organizations (r) (p) Sig. (2 tailed)	0.643* 0.029	0.171 0.212	0.179 0.327	1.000
Implementation of CBO projects (r) (p) Sig. (2 tailed)	0.756* 0.000	0.314 0.102	0.262 0.133	0.210 0.184

\* Correlation is significant at the 0.05 level (2-tailed)

#### **4.8 Discussion of Findings**

Most of the respondents mentioned that the organization had a strategic plan for mobilizing resources. The duration of the strategic plan for mobilizing resources was 1 year and 3 years. Respondents indicated that their organization planned to mobilize financial resources for the implementation of projects. Respondents agreed with statements considered in strategic planning for resources to a great degree and expressed that strategic planning for resources is essential for the successful implementation of CBO projects. It aids to the project being completed on time, within the allocated budget, and meets its objectives set by the organization. By allocating resources efficiently, setting realistic project goals, prioritizing activities, and managing risks, CBOs can achieve their project objectives and make a positive impact on the communities they serve. This agrees with a study done by Ferrer Romero, 2018 who argued that there is need for organizations to strategically plan on mechanisms to obtain resources, what resources they need, who will provide the resources, and the stakeholders involved in the process. Planning strategically is an important factor that helps differentiate between longlasting success or failure of projects. Strategic planning allows organizations to visualize how that future will look like considering the present situation. Organizations can plan on the amount of resources that would be needed to successfully carry out its future operations. It is fundamental for any organization to to successfully mobilize the required resources in the competitive and fast-growing industry through diverse ways. The factors that influence CBO strategies in Nyamira County Kenya. The researcher used a descriptive approach for their study. Data was gathered from Nyamira County government officials and CBO officials. From the results obtained, the researchers concluded that some of the strategies adopted by CBOs in obtaining funding for their projects are in a great way influenced by the competition for resources by other organizations. Therefore, those CBOs that position themselves uniquely through services offered increase their capacity to obtain funds.

The study found that statements were linked to fundraising techniques to a great degree. The findings agreed with Jaramillo, Willging, Green, Gunderson, Fettes, and Aarons (2019) who indicated that many CBOs completely rely on donors as their source of funds, but these funds have been reducing with time. In the United States, CBOs have experienced funding insecurities both from public and private entities, causing them to think of alternative ways of looking for

resources including selling services. In Nigeria, most CBOs that implement health services to communities are completely donor dependent. The funding can change at any given moment through reduced support from donors and this has a direct effect negative on the future project implementation.

The study also revealed that volunteerism was used as a strategy for human resources mobilization in their CBO. Respondents indicated that formal volunteerism was the type of volunteering in the organization. Respondents indicated that volunteer services were completely free, and no compensation was provided to the volunteers. The study was supported by Kashfi and Sherwani, (2019) who argued that in Pakistan, the involvement of volunteers in project implementation has been a successful innovative resource mobilization strategy. Many nonprofit organizations do not have adequate funds to employ or retain project staff when funds are depleted. Volunteers are involved through internships, conducting outreaches in the communities, raising funds, managing events and offering technological support ( Kashfi and Sherwani, 2019). Besides, some nonprofits train youth volunteers who are called upon to support emergency response programs in case of disasters. Karimanzira (2018) examine challenges faced by CBOs implementing women focused programs in Rudhaka, Zimbabwe. This study established that most CBOs relied on volunteer support. However, most volunteers in the Rudhaka District Community Development Trust (RDCDT) lack formal employment and they must balance the time they spend volunteering and time spent on domestic chores to fend for themselves and their families. The study also noted that most of the volunteers have limited formal education which makes it hard for them to understand information related to funding options written in the English language. Some volunteers also have limited skills in reporting and documentation of the project activities as expected by donors and partners, which affects the effective monitoring of resources. As a result, resources are wasted and there is no framework to capture progress or change.

The study also found that the following statements were linked to partnerships with other organizations to a great degree. The study matches with Nyirabikali, (2016) who argued that formation of partnerships between the grassroots organizations and other larger organization can allow for complementarity among them. In Mali, one of the main challenges for the CSOs including the grassroots CBOs and the NGOs is inability to collaborate. Therefore, the number of

organizations focusing on similar projects is high resulting in increased competition for resources. These CSOs would be more effective if they complimented each other through collaborating. Also, they would be more effective without only focusing on external sources of funds for their projects.

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study's summary, conclusions, and recommendations based on the study findings are presented in this chapter. The objectives of this study were to establish the influence of strategic planning for resources on the implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya; to determine the influence of fundraising techniques on the implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya, to assess the influence of volunteerism on the implementation of CBO projects in Kenya and to examine the influence of partnerships with other organizations on implementation of CBO projects at Kibra informal settlement in Nairobi County, Kenya.

#### **5.2 Summary of the Findings**

The findings from the preceding chapter are summarized in this section. This part is divided into four components as per the four objectives.

##### **5.2.1 Strategic Planning for Resources and Implementation of CBO Projects**

In this study, most of the CBO officials and project managers mentioned that the organization had a strategic plan for mobilizing resources. The duration of the strategic plan for mobilizing resources was 1 year and 3 years. Respondents indicated that their organization planned to mobilize financial resources for the implementation of projects. Respondents agreed with statements considered in strategic planning for resources and largely indicated that strategic planning for resources is essential for the successful implementation of CBO projects. It aids in the completion of projects on time, within the allocated budget, and meets the objectives set by the organization. By allocating resources efficiently, setting realistic project goals, prioritizing activities, and managing risks, CBOs can achieve their project objectives and make a positive impact on the communities they serve.

### **5.2.2 Fundraising Techniques and Implementation of CBO Projects**

The research found that statements were linked to fundraising techniques to a great extent. Respondents indicated that Grant Writing: CBOs can write grant proposals to solicit funds from donors and grant-giving organizations. The grant proposal should be well-researched and structured, highlighting the organization's goals, objectives, and strategies to achieve them; Crowdfunding: Crowdfunding is an online fundraising platform that enables CBOs to raise funds from many individuals by using social media and other digital marketing tools. CBOs can create a compelling message and call to action to inspire donors to contribute to their cause; Corporate Social Responsibility (CSR): CBOs can seek support from corporations through their CSR programs. Many corporations have CSR programs that support community-based projects and initiatives that align with their values and objectives; Events: CBOs can organize fundraising events such as galas, auctions, and charity runs. These events offer an opportunity to raise awareness about the organization's mission and attract donors who are passionate about the cause; Donor Cultivation: CBOs can cultivate relationships with donors by creating personalized communication and engagement strategies. This involves regularly updating donors on the organization's progress, recognizing their contributions, and involving them in decision-making and Membership Programs: CBOs can create membership programs that offer donors exclusive benefits such as access to events, discounts, and special recognition. These programs help build a loyal donor base and generate recurring revenue for the organization were other fundraising techniques their organization engaged in apart from the ones mentioned. Fundraising techniques can greatly influence the implementation of CBO projects in Kibra informal settlement.

### **5.2.3 Volunteerism and Implementation of CBO Projects**

The study further found that respondents indicated that volunteerism was used as a strategy for human resources mobilization in their CBO. Respondents indicated that formal volunteerism was the type of volunteering in the organization. Respondents indicated that volunteer services were completely free, and no compensation was provided to the volunteers. The following statements were linked to volunteerism largely in that; involvement of volunteers was critical to meet human resource capacity needed for implementation of projects by your CBO and respondents largely indicated that volunteerism could play a crucial role in implementation of CBO projects in Kibra informal settlement in several ways. Firstly, volunteerism can provide the much-needed

human resources to support the implementation of CBO projects. With limited funding and staff, many CBOs in Kibra rely on volunteers to provide additional manpower, skills, and expertise needed to deliver their projects effectively. Volunteers can offer their time and expertise in various areas, including project planning, implementation, monitoring and evaluation, fundraising, and community mobilization.

#### **5.2.4 Partnerships with Other Organizations and Implementation of CBO Projects**

The research also found that the following statements were largely linked to partnerships with other organizations. The respondents indicated that they had collaborated with other CBOs and the respondents indicated that partnerships could provide CBOs with access to additional financial resources, which can be used to support the implementation of their projects. By partnering with other organizations, CBOs can leverage their resources, networks, and expertise to attract funding from diverse sources, such as governments, philanthropic groups, and corporate social responsibility programs. Secondly, partnerships can facilitate knowledge sharing and capacity building. Partnering with other organizations can provide CBOs with opportunities to learn from other organizations' experiences, expertise, and best practices. This can help CBOs to develop their organizational capacity, enhance their project implementation skills, and improve their overall performance. Thirdly, partnerships can help CBOs to access other resources that may be necessary for project implementation, such as materials, equipment, and human resources. By partnering with organizations that have these resources, CBOs can reduce their implementation costs and improve their efficiency.

#### **5.3 Conclusions**

Based on research and analysis, this research can conclude that strategic planning for resources plays a crucial role in the successful implementation of community-based organization (CBO) projects. By strategically planning for resources, CBOs can ensure that they have the necessary human, financial, and material resources to execute their projects effectively. This includes identifying the specific needs of the project, outlining the required budget, and assessing the availability of resources. In addition, strategic planning helps to ensure improved use of existing resources, which can maximize the impact of the CBO's projects. Planning for resources also enables CBOs to anticipate potential obstacles and challenges that may arise during project implementation and develop contingency plans to address them. Strategic planning for resources



is a crucial strategy for the success of CBO projects, allowing organizations to utilize available resources, anticipate potential challenges, and achieve their goals efficiently and effectively.

Fundraising techniques essential in implementation of community-based organization (CBO) projects. The accomplishment or collapse of a CBO project can be affected by the effectiveness of the fundraising techniques used by the organization. Successful fundraising can help to expand the scope and improve the project outcomes quality, while inadequate or unsuccessful fundraising can limit the organization's capacity to meet its goals. Therefore, CBOs should carefully consider their fundraising strategies and seek to employ diverse and effective techniques to ensure the sustainability and success of their projects.

Volunteerism can contribute to the sustainability of CBO projects: In Kenya, where funding for development projects can be scarce, volunteers can provide a valuable source of support for CBOs. By donating their time and expertise, volunteers can help to build capacity within the organization and ensure that the project continues even after external funding has ended. Volunteerism can enhance community involvement and ownership: Volunteers can act as a bridge between the CBO and the community through influencing involvement in and ownership of the project. This can lead to improved effectiveness and sustainability of the project. Volunteerism can improve project outcomes: Volunteers can bring skills and expertise to the project that may not be available within the CBO. This can lead to improved project outcomes and greater impact within the community.

Collaborating with other organizations can have a positive impact on the Community-Based Organization (CBO) projects. The benefits of partnerships include increased access to resources, expertise, and networks, which can enhance the effectiveness and sustainability of the project. Partnerships can bring in new funding sources and help spread the financial risk of the project. Additionally, collaborating with other organizations can provide access to specialized knowledge and skills, which can be particularly valuable for CBOs with limited resources. Partnerships can also increase the reach and impact of the project by leveraging the networks of partner organizations to engage more stakeholders and communities. In summary, partnerships with other organizations can be a powerful tool for CBOs to enhance the impact and sustainability of their projects, but they require careful planning, management, and communication to be successful.

## 5.4 Recommendations

- i. The study is recommending that before developing a strategic plan for resources, it is important to conduct a thorough needs assessment to determine the specific resources required for the project. This can include identifying the skills and expertise needed, as well as the financial, human, and material resources required. Developing a realistic budget: Once the needs assessment has been completed, develop a realistic budget that considers all the necessary resources required for the project. This should include both direct and indirect costs, such as staff salaries, materials, equipment, and overhead expenses and identifying potential sources of funding: Explore various sources of funding for the project, including government grants, private donations, and corporate sponsorships. It is important to broaden the funding sources to reduce the risk of dependency on a single source.
- ii. The study further suggests that the CBOs should formulate a clear and compelling message: A clear and compelling message about the purpose and impact of the project is essential for attracting donors. This message should be communicated consistently through various channels, such as social media, email, and in-person interactions. Using a variety of fundraising techniques: Different fundraising techniques can appeal to different donors. Consider using a combination of fundraising techniques, such as crowdfunding, grant applications, events, and direct mail campaigns and engaging donors: Engaging donors is key to building long-term relationships and securing ongoing support. Keep donors informed about project progress and impact through regular updates and reports and show appreciation for their contributions through personal thank-you messages and recognition.
- iii. The study also recommends that by leveraging volunteerism effectively, CBOs can increase their project implementation capacity. It is important to engage volunteers in meaningful work, provide adequate training and support, and recognize and appreciate their contributions. With a clear volunteer engagement plan and a supportive community, CBOs can build a strong team of volunteers to support their projects.
- iv. By developing strong partnerships with other organizations, CBOs can increase their ability to implement their projects properly. It is important to identify compatible partners, build relationships, leverage each partner's strengths, communicate effectively,

monitor, and evaluate partnership effectiveness, and be flexible. With effective partnerships, CBOs can achieve their goals more efficiently and effectively.

### **5.5 Suggestion for Further Studies**

This study sought to assess the resource mobilization strategies and implementation of CBO projects in Kenya; a case of Kibra informal settlement in Nairobi County attempting to bridge the existing knowledge gap. The study attained these, but it narrowed its focus only on one County that is Nairobi County. The research recommends that there is need to repeat the study across other counties such with informal settlements such as Kisumu, and Nyeri to bridge its knowledge gap.

This study focused on resource mobilization strategies and implementation of CBO projects in Kenya; a case of Kibra informal settlement in Nairobi. It therefore recommended that this study be repeated in other informal settlements within Nairobi County. Furthermore, additional research can be done to fully establish the role of resource networking.

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## APPENDICES

### Appendix I: Letter of Transmittal

Elosy Kanana Kinyua

P.O Box 118

MERU

20<sup>th</sup> April 2022

Dear Respondent,

#### **RE: REQUEST TO COLLECT DATA FOR THE RESEARCH STUDY**

I am a postgraduate student undertaking a Master of Arts, Project Planning and Management degree at the University of Nairobi. I am conducting a study on **Resource mobilization strategies and implementation of CBO projects in Kenya; A case of Kibra Informal Settlement, Nairobi County**. Therefore, I kindly request your help in responding to the questions in the questionnaire attached. The invaluable inputs you give will be beneficial in the success of this study. Kindly understand that your contributions will be utilized to only meet the aim of this research. The information you provide shall be handled with high confidentiality. I will highly appreciate your support and honest responses.

Thank you beforehand for your support.

Yours Faithfully,

Elosy Kanana Kinyua

## **Appendix II: Research Questionnaire for CBO Officials and Project Managers**

The aim of this questionnaire is to gather data on the “Resource Mobilization Strategies and Implementation of CBO Projects in Kenya; A Case of Kibra Informal Settlement, Nairobi County”. The data will solely be utilized for this study and the responses you provide will be handled with confidentiality.

***Instructions:** For each of the questions, please put a tick ✓ in the appropriate box or write your answer in the specified blank space.*

### **SECTION A: DEMOGRAPHIC INFORMATION**

1. Name of your organization.....?
2. What is your gender?
  - 1) Male [  ]
  - 2) Female [  ]
3. What is your age?
  - a) 18-24 years [  ]
  - b) 25- 34 years [  ]
  - c) 35- 45 years [  ]
  - d) 46- 59 years [  ]
  - e) above 60 years [  ]
4. Please state your highest education level
  - a) Primary [  ]
  - b) Secondary [  ]
  - c) University [  ]
  - d) Tertiary [  ]
5. What is your position in the CBO?
  - a) CBO Official [  ]
  - b) Project Manager [  ]
6. What is your duration of service in the CBO?
  - a) Below 1 year [  ]
  - b) 2- 4years [  ]
  - c) 5 – 10 years [  ]
  - d) 10 years and above [  ]
7. What type of project is your CBO implementing in the community?
  - a) Youth Empowerment [  ]
  - b) Environmental Conservation[  ]
  - c) Child Welfare [  ]

### **SECTION B: STRATEGIC PLANNING FOR RESOURCES AND IMPLEMENTATION OF CBO PROJECTS**

8. Does your organization have a strategic plan for mobilizing resources?  
Yes [  ] No [  ]
9. If Yes to Question 8 above, what is the duration of the strategic plan in terms of years?

1 year [ ]

2 Years [ ]

3Years [ ]

4 Years [ ]

5 years and above [ ]

10. What type of resources does your organization plan to mobilize for the implementation of projects?

Financial resources [ ] Non- Financial Resources [ ]

11. The following statements are linked to strategic planning for resources. Using the scale of 1-5, please rate your agreement with the following statements. Where: (Strongly agree=1, Agree=2, Neutral =3, Disagree= 4, strongly Disagree=5)

Statements	1	2	3	4	5
All stakeholders participate in formulating the strategic plan for resource mobilization					
The strategic plan has indicated different types of mechanisms of mobilizing resources					
The organization's strategic plan focuses on mobilizing resources from International resource providers					
The strategic plan emphasizes on mobilizing resources from Local resource providers					
The organization has planned for internal resource mobilization					
The strategic plan for resources is in agreement with the CBO objectives					

12. In your own opinion, how does strategic planning for resources influence the implementation of CBO projects in Kibra informal settlement?

.....  
.....  
.....

**SECTION C: FUNDRAISING TECHNIQUES AND IMPLEMENTATION OF CBO PROJECTS**

13. The following statements are linked to fundraising techniques. Using a scale of 1-5, please rate the following statements. Where: (Strongly agree=1, Agree=2, Neutral =3, Disagree= 4, strongly Disagree=5)

Statements	1	2	3	4	5
The common means of fundraising is through writing grant proposals to donors					
The amount of funds received from donors is enough for the implementation of projects					
The organization holds special events for raising funds					
The organization has own income-generating activities for fundraising apart from relying on donors					
The organization uses media as a means of mobilizing for funds					
The organizations relies on In- Kind Contributions					
The CBO members contribute membership fees directed towards implementation of projects					

14. What other fundraising techniques does your organization engage in apart from the ones mentioned?

.....  
 .....

15. In your own opinion, how do the fundraising techniques influence the implementation of CBO projects in Kibra informal settlement?

.....  
 .....

**SECTION D: VOLUNTEERSIM AND IMPLEMENTATION OF CBO PROJECTS**

16. Volunteerism is used as a strategy for human resources mobilization in your CBO.

Yes [ ]

No [ ]

17. If yes to Question 17 above, what type of Volunteers does your organization have?

Formal Volunteers [ ]

Informal Volunteers [ ]

18. Volunteer services are completely free and no compensation is provided to the volunteers.

Yes [ ]

No [ ]

19. The following statements are linked to Volunteerism. On a scale of 1-5, Please rate your agreement level of these statements. Where: (Strongly agree=1, Agree=2, Neutral =3, Disagree= 4, strongly Disagree=5)

Statements	1	2	3	4	5
Involvement of Volunteers is critical to meet human resource capacity needed for Implementation of projects by your CBO					
Your organization has adequate staff for implementation of projects					
Volunteers support in fundraising activities for your CBO					
The organization equips volunteers with necessary skills and training to effectively implement the projects					

20. In your own opinion, in what ways does Volunteerism influence the implementation of CBO projects in Kibra Informal Settlement?

.....  
 .....  
 .....

**SECTION E: PARTNERSHIPS WITH OTHER ORGANIZATIONS AND IMPLEMENTATION OF CBO PROJECTS**

21. The following statements are linked to partnerships with other organizations. Using the scale of 1-5, please rate your agreement with the following statements Where: (Strongly agree=1, Agree=2, Neutral =3, Disagree= 4, strongly Disagree=5)

Statements	1	2	3	4	5
Your organization has established partnerships with other organizations to mobilize resources for implementation of projects					
The partner organizations directly contribute resources to your CBO for implementation of projects					
The partner organization provide your CBO with linkages to potential donors					
The partner organizations provide training to your CBO on writing grant proposals					
The amount of funding received by your CBO has increased due to					

partnerships with other organizations					
---------------------------------------	--	--	--	--	--

22. Which of the following partners does your CBO collaborate with?

Other CBOs [ ]

NGOs [ ]

International NGOs [ ]

the government [ ]

Others, (please specify).....

23. In your own opinion, in what ways do partnerships with other organizations in resource mobilization influence the implementation of CBO projects in Kibra informal settlement?

.....  
 .....

**SECTION F: IMPLEMENTATION OF CBO PROJECTS**

24. How many CBO projects were implemented within time?

Youth Empowerment Projects.....

Environmental Conservation Projects.....

Children Welfare Projects.....

25. How many CBO projects were implemented within the budget allocated?

Youth Empowerment Projects.....

Environmental Conservation Projects.....

Children Welfare Projects.....

26. How many CBO projects implemented were of good quality?

Youth Empowerment Projects.....

Environmental Conservation Projects.....

Children Welfare Projects.....

27. How many CBO projects met the planned objectives?

Youth Empowerment Projects.....

Environmental Conservation Projects.....

Children Welfare Projects.....

28. Were the beneficiaries satisfied with the projects implemented by your CBO?

Yes [ ]

No [ ]