



**MAKERERE**

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**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**RESOURCE MOBILIZATION STRATEGIES, MANAGEMENT AND CONTROL AND  
THE SUCCESS OF COMMUNITY BASED ORGANISATIONS (CBOs)**

**BY**

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**PLAN A**

## DECLARATION

I, **Ssesanga Robert Ssekimpi** hereby declare that this dissertation is my original work and has not been presented for any academic award in any university.

Signature..... *Ssesanga* ..... Date..... *26<sup>th</sup> November 2021* .....

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**APPROVAL**

This dissertation has been submitted for examination with our approval as university supervisors

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## **DEDICATION**

I dedicate this thesis to my dear wife Mrs. Sylvia Kitimbo and my mother Mrs. Rhoda T Nzara for their constant for their constant support throughout this course and to my beloved children for their future inspiration.

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## ABSTRACT

The purpose of the study was to establish the relationship between resource mobilization strategies, management and control and the success of CBOs in Mbarara district. The study was prompted by numerous reports on the failure by most CBOs to realize their goals and objectives.

The study employed a cross sectional research design where data was collected using a close ended questionnaire, Correlation and regression designs were also adopted to explain the relationship between the study variables in accordance to the objectives.

The results from the study showed that there is a significant positive relationship between resource mobilization strategies and the success of CBOs, resource mobilization strategies and management and control and the success of CBOs in Mbarara.

Furthermore, the results revealed that resource mobilization is a better predictor of success of CBOs in Mbarara district (0.592) than management and control (0.092). This indicates that in order to realize increased success stories in CBOs, much emphasis should be focused on resource mobilization strategies. CBO success can be attained when right resource mobilization strategies are adopted. As such, the researcher recommends that CBO leaders and partners should expand on their resource mobilization strategies beyond writing proposals and winning grants thereby adopting recent opportunities provided by technology through hosting websites and social media handles, as well as operating income generating activities in order to achieve smooth and continuous operation of organizations in case funding delays. Management and controls of CBOs should practice transparency with the law, so that they are not caught outside thereby exercising exemplary approaches that set a benchmark. The study suggested that future researchers to use the longitudinal research approach on the study variables as well as interview guide, the topic should also be expounded to reflect the situation of the entire country.

## CHAPTER ONE

### 1.0 Background of the study

Proliferation of communities to attain the desired development is the prerequisite of every development organization. Abegunde (2009), argues that community based organizations are increasingly being presented as vehicles for prosperity and most development aid agencies prefer working with local CBOs to attain local ownership, guarantee sustainability, mobilize and organize development initiatives to recipient communities. Successful CBOs help in eliminating health disparities in rural communities by translating research findings into interventions (Oliwamuyiwa and Jesca, 2017), helps in empowering the poor through collective bargaining in order to improve their living standards (Asudo, 2014) and facilitate prosperity in host communities by promoting education and health through health insurance schemes and microfinance initiatives (Tsofa., Goodman., Gilson and Molyneux, 2017).

Resource mobilization strategies also help the organization to attract and allocate financial and nonfinancial resources that work as the blood flow in the running of the organization (UNHCR, 2016). Developing a strategy for resource mobilization leads to creative efforts in using own local efforts to gain support for your organization and availing multiple sources of resources which increases the CBOs independence and flexibility in implementing its programs leading to realization of its goals (World Bank small grants program, 2007). Fundraising can provide supplemental funds that enhance CBOs operations and provide new opportunities for an individual or community, improves team's bonding through team building, proposal writing, promotions and

networking and this achieves stakeholders' buy in leading to the success of the organization (Rada, 2020).

Management and control are concerned with planning, organizing resources in the workplace, figuring out required resources and coordinate, or organize them in the best way in order to avoid risks for example; proper budgeting helps to estimate costs and control expenditure, organized human resources helps in proper running of the organization leading to realization of the set goals (Terry, 2017). Communication, transparency and accountability help the organization to build good relationship with funders and stakeholders and this aids the organization to achieve its mission and maintain relationships (Venture for Fund Raising, 2010).

In Africa as special-interest associations, CBOs fill an institutional vacuum by providing basic services to ensure a robust response to crises of poverty, education, health and HIV/AIDS care (Kakonge, 2016). In East Africa, civil society organizations have joined hands to form East Africa Civil Society organizations' Forum(EACCSOF) in order to leverage on the EAC benefits (EACCSOF, 2015).

In Uganda, many CBOs have emerged in response to the overwhelming problems caused by corruption, poverty and HIV/AIDS. However, many still lack capacity to write proposals, access local financing like loan as well as proper control measure including budgeting and transparency and this has seen most of them collapse (Fiona and Mary, 2017), in addition to government failure to partner and liaise with local CBOs in order to extend their undertakings (Mulumba, 2015), this leads to slow sustainability, configuration of tough regulations like the NGOs Act 2015 (NAPE, 2015) and the closure of NGO

FORUM, FHRI and DGF (Daily Monitor, 2018) aimed at suppressing CBOs activities in the country.

In Mbarara, CBOs are initiated to propel communities in areas of health, empowerment, education and poverty eradication in order to fuel development in the district (Mbarara district NGOs registry, 2018). Nevertheless, CBOs have faced alike challenges in their operations for example; MBADIFA has failed to contain the increasing rates of Banana bacterial wilt which has hit farmers the hardest (URN, 2017) and failure to roll out the irrigation system to promote modern farming leading to poor production during dry spell (Ankunda, 2019), RHU's mission to promote healthy living amongst youth through spreading information has hit a snag due to distant health facilities that lack family planning services leading to a stagnation in the control of HIV/AIDS at 6.0% and unwanted pregnancies (Mbarara DDPII, 2015-2020), two savings and credit CBOs facilities in Nyamitanga division closed down due to insufficient funds to sustain their operations hence decline in living standards of the beneficiaries (New Vision, 2018) and HEAR's mission to attain accountability and health promotion suffered delayed financing due to tight budgets leading to time extensions (HEAR, 2014). Whereas there is available literature concerning the success of CBOs (Abegunde, 2009; Terry, 2017; & Venture for Fund Raising, 2010), the situation remains frightening in Mbarara district.

## **1.1 Statement of the problem**

Mbarara district has attracted many CBOs in pursuit of rural development, improvement of household incomes, health and education. This has been achieved by transformation of the registration process to digital platforms with no minimum capital requirements

(Ministry of Local Government Report, 2018). However, irrespective of these innovations, CBOs have on various occasions failed to realize their goals. As evidenced by stagnant control of HIV/AIDS at 6.0% thereby increasing poverty levels (Mbarara DDPII, 2015-2020), poor farming methods due to lack of technology, limited funding to support organizational programs and untimely CBOs closures that leave beneficiaries in the worst financial times (New vision, 2018). This could be attributed to poor resource mobilization strategies and inadequate management and control in CBOs leading to limited success levels.

Therefore, once nothing is done to address the problems, the performance of CBOs will worsen. Basing on the above desolation, the study seeks to investigate whether resource mobilization strategies and management and control contribute to CBOs success in Mbarara district.

## **1.2 The purpose of the study**

The purpose of the study was to establish the relationship between resource mobilization strategies, management and control, and the success of CBOs in Mbarara district.

## **1.3 Research objectives**

- i. To establish the relationship between resource mobilization strategies and the success of CBOs in Mbarara district
- ii. To establish the relationship between resource mobilization strategies and management and control in CBOs in Mbarara district

- iii. To establish the relationship between management and control and the success of CBOs in Mbarara district

#### **1.4 Research questions**

- i. What is the relationship between resource mobilization strategies and the success of CBOs in Mbarara district?
- ii. What is the relationship between resource mobilization strategies and management and control in CBOs in Mbarara district?
- iii. What is the relationship between management and control and the success of CBOs in Mbarara district?

#### **1.5 Scope of the study**

##### **1.5.1 Geographic scope**

The study focused on Mbarara district because of its ability to attract many CBOs in the transformation of the district and their prevailing shortfalls that have hindered success (National Bureau of NGOs, 2019).

##### **1.5.2 Subject scope**

The researcher focused on resource mobilization strategies, management and control, and the success of CBOs as independent and dependent variables respectively.

#### **1.6 Significance of the study**

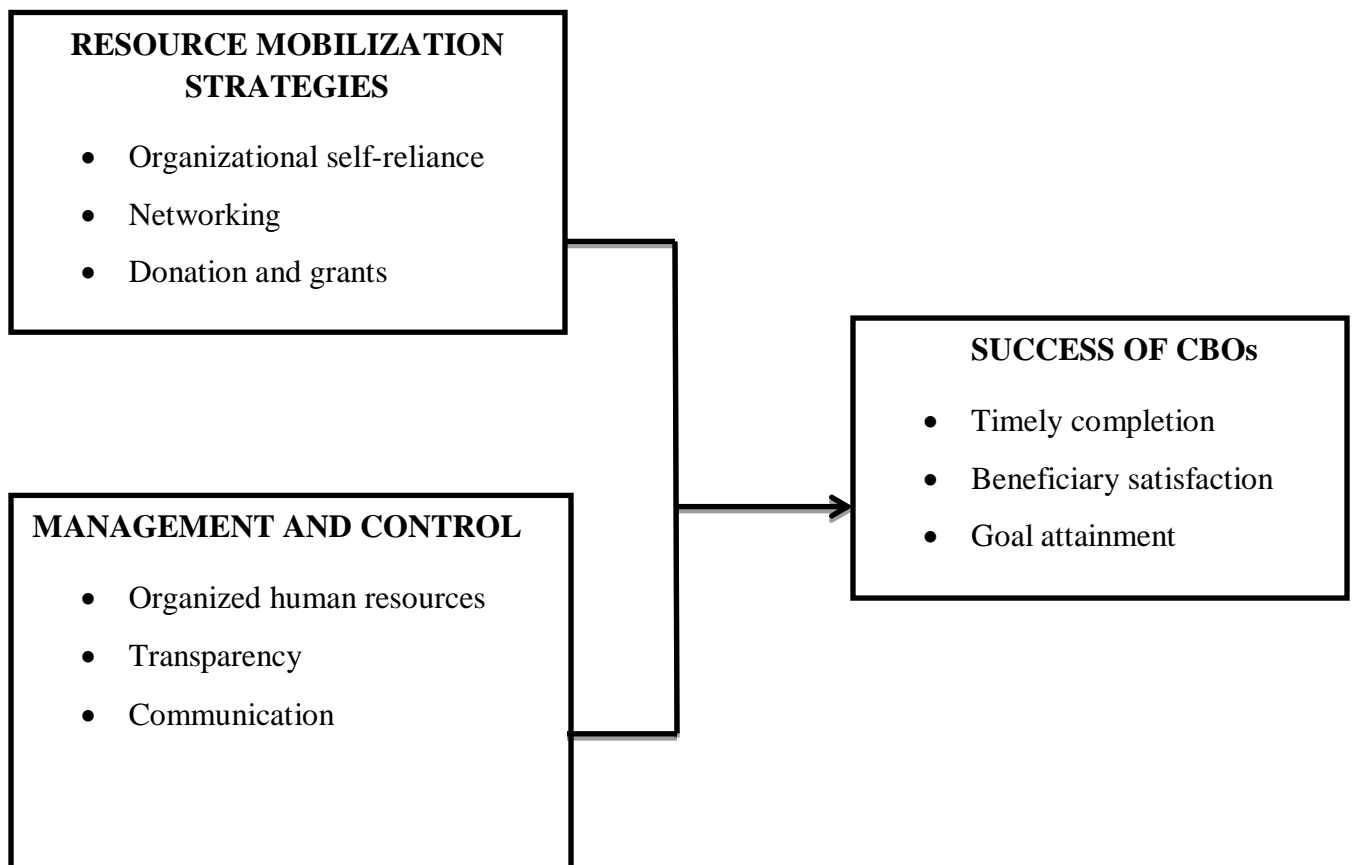
Resource mobilization strategies define the success of CBOs so that team members and other stakeholders are aware of their impact on the progress of organizations.

Findings from the study will act as set guidelines to ensure appropriate management and control in the implementation of CBOs for sustainability and help in realization of goal to improve the socio-economic status of communities through income generation hence improved satisfaction of basic needs.

The study will also provide useful information to community development officials including CBOs leaders, country representatives, social workers, community development workers, civil organizations and other Government officials responsible for development of policies, guidelines and the implementation of frameworks for the management of CBOs development.

The study also hopes to contribute to the body of existing knowledge about the prerequisites for the success of CBOs in communities that could be useful to future scholars.

## 8.0 The conceptual framework





**SOURCE:**Developed and modified from the works of (Abegunde, 2009, Terry, 2017, Saumya, 2018, Alliance, 2017, Ochieng 2012& Venture for Fund Raising, 2010) and modified by the researcher.

### **1.7 Explanation of the conceptual framework**

The conceptual framework shows the relationship amongst the variables under investigation, the independent variables are resource mobilization strategies, management and control while the dependent variable is the success of CBOs. The model shows that for the CBOs to attain the desired success, resource mobilization strategies should be given a key priority because of its important role and strong cornerstones like networking, grants and donations that require proposal writing. Management and control of resources helps in budgeting, transparency, and communication and this leads to timely attainment of set goals, hence satisfying stakeholder' interests.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter shows the review of literature which is picked from various authors who studied variables similar to those of the current study. It further shows the theoretical review.

#### **2.1 Theoretical review**

This study is based on the resource based view theory by (Madhani, 2010) which examines how resources drive competitive advantage of an organization by using both internal and external resources. Competitive advantage is the ability to create more value than rivals, and therefore generates higher returns on investment. Sustainable competitive advantage requires enduring benefits through capabilities that are not easily imitated (Killen et al., 2012). The RBV is built on the concept that resources and capabilities are not homogeneous across other organizations and through the utilization of this concept, success rate varies among organizations.

#### **2.2 Success of CBOs**

Success in CBOs context is the ability of the organization to achieve its intended mission. These organizations have the potential to promote and sustain health, eradicate poverty, promote education and avail prosperity to communities (Robert and Pamela, 2008), although directing resources towards CBO is not a new approach to development agencies and the humanitarian sector, putting such a goal into practice often seems

difficult. These difficulties are especially noted when operations are often under constant pressure, suffer from resource constraints during emergencies, and are a subject to humanitarian organizations' bureaucratic rules and regulations (Peterson and Lockwood, 2018). Nevertheless, funders can stand firmly to accomplish, and to catalyze and unleash existing local potential, by building new local partnerships, nurturing and expanding upon already existing local partnerships, and working towards addressing the challenges that halt such a process (UNHCR, 2016). However, hindrances of bureaucracy, lack of secure and sustainable financial services to keep the organizations running and lack of qualified staff more often than not cause CBOs to struggle with human resource management. There is often a struggle with getting qualified staff through transparent and fair recruitment processes, but the above can be reverted through proper communication which is key in establishing sustainable, productive partnerships with CBOs through regular sessions to communicate thoughts, plans of action, concerns, and progress of specific goals between the partners and the CBO for example regular monthly meetings, financial reporting and signing agreements for accountability purposes, this leads to the attainment of the organizational targets, goals and mission.

### **2.3 Resource mobilization strategies**

Resource mobilization refers to all activities involved in securing new and additional resources for the organization. It also involves making better use of and maximizing, existing resources by ensuring the continuation of the organization's service provision to clients, supporting organizational sustainability, allowing improvement and scale-up of products and services the organization currently provides (Ochieng, 2014). Resource mobilization is a component of a great value for making an organization stronger but

regrettably competition for resources provided by donors is so high and the organizations ability to get possession of resources relies on the level of competition in the field on how well it is able to compete with others in the same field and also how well it can find out new source of resources in the environment. Although some organizations have been considered fortunate due to their ability to outsource new and additional resources to run their current operations, their future funding still faces uncertainty (Batti, 2012).CBOs face multiple challenges in sustaining their functions and as a result, many such organizations die out. However for continued existence, CBOS should emphasize financial self-reliance for sustainability and exploration of new avenues for financial support is very important. These organizations must not depend only on the external funding support, as it might be inconsistent, temporary and based on the priorities of funding agencies/ donors rather than of the real need at the grassroots (Funds for NGOs, 2020).

Most funders require a formal grant proposal in order to consider a request from potential applicant. The first step before an organization contacts these institutions is to learn about their specific criteria and grant proposal procedures and understanding their unique funding processes. The underlining factor of this method is that local funders are generally more open to supporting emerging or grassroots groups, while larger international funders tend to focus on well-established mid-sized CBOs (Mueller, 2012). Examples of local funders include religious organizations, foreign embassies or consulates, or local branches of Government and the business community, while larger funders include organizations like UNICEF, EU, USAID and UKAID. By identifying and

following the above mentioned process, collecting important mistakes, the organization is able to obtain the necessary resources leading to sustainability and success.

## **2.4 Management and control**

Project controls are the data gathering, management and analytical processes used to predict, understand and constructively influence the time and cost outcomes of a project or program; through the communication of information in arrangements that assist effective management and decision making (PMBOK, 2016). Project controls are all-project demands, but project controls address, organize, and of course controls the following aspects of your project management system through the following ways: use of project management software, budgeting, scheduling, managing risks, monitoring and evaluation and project integration (PMI, 2016).

Aramyan (2020) suggests the 10 ways to manage and control the project including: determining scope, team set up, prior risk assessment, contingency planning, monitoring and evaluation, effective communication, budgeting and deadline set up and project presentation and closure report. Project management processes fall into five groups: initiating, planning, executing monitoring and controllingclosing, project management knowledge draws on ten areas: integration, scope, timecost,quality,procurement,human resources,communications,risk management and stakeholder management (Wilson, 2014).According to Victor (2012),study on CBOs and health care partnership, he stressed that it's challenging to assemble, manage, and control resources for a successful service delivery model since integration in a service business where variability in service quality can be large, the quality and duration of people's lives are at stake, and regulatory

oversight is keen, it is crucial for CBOs to have a sound human resource system where direct service providers are methodically screened and hired, suitably trained, appropriately evaluated and compensated, and highly motivated. An administrative team must be competent at supporting, managing and controlling service providers. It's important to identify the necessary organizational resources, analyze them and maximize them accordingly in order to obtain the necessary success.

## **2.5 The relationship between the variables**

### **2.5.1 The relationship between resource mobilization strategies and the success of CBOs**

According to Edward and John (2015), study on resources mobilization strategies in CBOs, they discovered that organizations which are active in mobilizing low- and moderate-income from communities make considerable efforts to combat inequalities and build a voice for citizens and sustain their operations, despite inherent challenges of obtaining resources, maintaining member interest, and retaining staff, they discovered that beyond the effects of externally obtained resources, CBOs also benefit by engaging in, small amount of grassroots fundraising, affiliation with national or regional organizing network that can survive benefits of largely mediated resources. Their overall findings suggest that although cultivating resources is the surest path to survival, organizations that build their legitimacy will be in a better position to compensate for structural resource deficits paving path for the attainment and realization of the set goals.

According to Seltzer (2014), resource mobilization strategies ensures the continuation of the CBOs service provision to clients, allows for improvement and scale-up of products

and services the organization currently provides and supports organizational sustainability. Although sustainability is often identified with having sufficient funds to cover an organization's activities, it is actually a broader concept consisting of Programmatic sustainability, institutional sustainability and financial sustainability. Nkunya (2014) stresses that valuing contributions from each source, effective communication with funders and stakeholders through regular meetings, publications and social media are key in the success of CBOs, he insists on resource self-reliance, community and local financing as the most prosperous source of resources in order for CBOs to achieve sustainability. In order to achieve all this, government support should be strengthened, strong support measures to improve knowledge in CBOs put in place so that they remain relevant in emerging issues that is, holding seminars and periodic meetings so that the organization's objectives remain on employees figure tips leading to success realization.

### **2.5.2 The relationship between resource mobilization strategies and management and control**

Sera and Beaudry (2007), highlighted some of the key aspects to achieve total success in projects, resource mobilization and management practices like proper leadership that recruits talented team, proper budgeting, project development, financial systems, monitoring and evaluation, proper proposal writing and reporting to funders.

While an individual's skills in engaging resource partners can greatly influence success, it is also helpful to consider some key ingredients for resource mobilization, even if it often comes down to a blend of factors and seizing the opportunity. The advantages are

that it: focuses resource mobilization efforts on the higher-level results of the strategic framework, manages the approach to partners/clients, avoids confusing messages to partners/clients, sets priorities and avoids fragmented efforts, creates joint ownership and accountability, leads to comprehensive service/ delivery and broad impact. This can be done through: Identifying partners/clients is an ongoing process and it requires continuous updating of the details and specifications of potential resource partners. For example, local donor forums or coordination groups) and by word of mouth and informal meetings, however different funders differing demands like quality service/product, high expertise and advisory skills, value for money, timely and fast service, credible service/product, adaptability and innovation (Spring, 2014).

Managing and reporting is also crucial to maintaining good relations with a partner/client and forms the bedrock of potential ongoing collaboration. Communicating results for resource mobilization includes broadly communicating about the organization's work and comparative advantages, as well as specific operations or client's needs. It's also about ensuring that partners/clients are given appropriate visibility (Venture for Fund Raising, 2020).

A study by Achamkulangare (2014) explains that organizations without a resource mobilization strategy or a dedicated function to manage the implementation of the strategy are at the potential risk of investing a lot in uncoordinated interaction with donors without perhaps getting much in return. Even organizations which have an established strategy/policy and function had to create guidelines in order to define the division of labor and set procedures in place for the approval of new initiatives in order to prevent freelance behavior.



### **2.5.3 The relationship between management and control and the success of CBOs**

Humans are the main resources of any organization, without their desired skills, educational background and commitment to their work, an organization cannot achieve success in their projects. Current research has been carried out on employees of project oriented organizations to find the influence of HRM practices on project success of Southern Punjab and the outcomes showed that human resource management has a significant effect on project success (Sarwar, 2016). It's important to know that during planning and organizing projects in the workplace, it's key to figure out what resources are required to position them in the best way for the attainment of CBOs success (FAO, 2017). A budget is just a financial control document that provides an overview of how an organization is planning to spend its money. It must be centered around the primary goals and objectives of the organization by focusing on the revenue and expenditure their by achieving accountability and transparency, focusing on strategic goals, financial controls and board oversights (Gwyn, 2018).

Accountability also helps in resource management and control by making the organization accountable for its activities, taking responsibility, and disclosing results in a transparent manner; it can be practiced through upward, horizontal, downward and internal accountability in order to achieve improved relations with funders, partnerships and collaborations, greater employability and improved performance through: registration, accreditation, preparing annual reports, publishing activities and improving communication channels (Saumya, 2018).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology of the study. It forms the foundation of primary data collection. It illustrates the research design that was used in the survey, sampling framework, study instruments, data collection models and the data management processes.

#### **3.1 Research design**

This study followed a cross sectional research design that involves the analysis of data collected from sample of a population at a given time. The design was chosen because it allowed the researcher to form opinions of a cross sectional population about a subject in a better way and data collected using the design can be analyzed qualitatively using inferential statistics. The design followed a descriptive approach that highlights the personal information of respondents as well as analytical approach from respondents with the help of a questionnaire.

#### **3.2 Study population**

The population of Mbarara District has 85 registered CBOs as indicated below.

<b>CONSTITUENCY</b>	<b>POPULATION</b>
Mbarara Municipality	35
Kashari North	24
Kashari South	26
Total	85

Source: **Mbarara District CBO registry (2018).**

### **3.3 Sample size and sampling techniques**

Mbarara district has 85 CBOs and 70 were selected basing on Krejcie and Morgan(1970) table for determining the sample size. The study adopted a simple random sampling with the help of lottery method to select the required number of samples for each constituency.

<b>CONSTITUENCY</b>	<b>POPULATION</b>	<b>SAMPLE</b>
Mbarara Municipality	35	30
Kashari North	24	18
Kashari south	26	22
Total	85	70

Source: Mbarara district CBOs registry (2018).

### **3.4 Sources of data**

The researcher used a primary source of data and a self-administered questionnaire that was employed where a unit of analysis comprised of 70 CBOs was considered as well as a unit of inquiry consisting of 3 CBOs staff including: a CBO manager, a coordinator and a team member. The selected respondents were very knowledgeable about the performance of CBOs because of their strong association in the day to day running and management of organizations and they provided data for final analysis.

### **3.5 Data collection instruments**

A self-administered questionnaire was used. This was rated using a 5 point Likert scale of strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and strongly agree (5) because a likert scale enables the researcher to extract useful information from the respondents on scenarios that have existed before. The questionnaire was divided into major sections to address every variable in this model that included: background information, resource mobilization, management and control and the success of CBOs in Mbarara district.

### **3.6 Measurement of research variables**

The success of CBOs was measured in terms of: beneficiary satisfaction, goal attainment, donor satisfaction and timely completion (Abegunde, 2009).

Resource mobilization strategies were measured in terms of: financial self-reliance, networking, donation and grants (Rada, 2020 & World Bank small grants program, 2017).

Management and control was measured in terms of: transparency and organized human resources and communication (PMI, 2016,;Aramyan, 2020,; Wilson, 2014 and Venture for Fund Raising, 2010).

### **3.7 Validity and reliability of research instruments**

#### **Validity**

Validity is the extent to which research instruments measure what they are intended to measure (Kimberlin, 2008). The researcher used the expert judgment to verify the

validity of the instruments. The experts will rate each item as either relevant or not irrelevant. Validity was determined using Content Validity Index (CVI).  $CVI = \frac{\text{Items rated relevant by both judges}}{\text{total number of items in the questionnaire}}$ . As recommended by Amin (2005), for the instrument to be valid, the CVI should be at least 0.7.

### **Reliability**

Reliability is the extent to which a research instrument yields consistent results across the various items when it is administered again at a different point in time (Sekaran, 2003). According to classical test theory, any score obtained by a measuring instrument (the observed score) is composed of both the “true” score, which is unknown, and “error” in the measurement process. The true score is essentially the score that a person would have received if the measurement were perfectly accurate. The process of developing and validating an instrument in the large part focused on reducing errors in the measurement process (Kimberlin, 2008). Cronbach’s Alpha Reliability Coefficient for Likert-Type Scales test will be performed. In statistics, Cronbach’s alpha is a coefficient of reliability. According to Sekaran (2003), some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they use an instrument.

**Table 3.8.1 Reliability and validity of results**

<b>Variable</b>	<b>CVIs</b>	<b>Cronbach's Alpha</b>	<b>Number of items</b>
Resource Mobilization Strategies	0.814	0.753	15

Control and Management Approaches	0.769	0.714	14
Success of CBOs	0.875	0.854	15

**Source: Primary Data.**

According to the results in the table above, all study variables are reliable since they had a coefficient above 0.7 (Sekaran, 2003).

### **3.8 Data processing and analysis**

Data from the field was processed and analyzed using Statistical Package for Social Scientists (SPSS version 21). The data was cleaned by checking for missing values and outliers. Given the nature of the research objectives and hypotheses, Pearson correlation was conducted to test the associations, while hierarchical regression was also performed to test the contribution of resource mobilization strategies, management and coordination; and the success of CBOs in Mbarara district.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.0 Introduction

This chapter represents the data analysis of the study and the results are presented to satisfy the study objectives and research questions. It includes descriptive statistics, Pearson correlation and regression results.

#### 4.1 Response rate

The study targeted to collect data from 85 CBOs but only 67 were successful making a response rate of 78%.

#### 4.2 Background information of respondents

Category		Frequency	Percentage
Gender	Male	40	59.7
	Female	27	40.3
Age of respondents	Below 25	1	1.5
	25-35	4	6
	35-45	35	52.2
	Above 45	27	40.3
Level of education	Certificate	6	9
	Diploma	26	38.8
	Degree		

	Postgraduate	9	38.8
Position held	Chairperson	22	14.4
	Coordinator	23	32.9
	Team leader	22	34.8
			32.8
Constituency	Mbarara city	30	44.8
	Kashari north	23	34.8
	Kashari south	19	32.8
Services offered	Malaria	18	26.9
	Maternal	6	9
	Poverty	31	46.3
	Research	12	17.9

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From respondents table above, were male (59.7 %) while the females were the minority (40.3%). This indicates that CBO's are mostly managed by males, respondents aged between 35 a-45 years (52.2%) were the most, followed by those above 45 years (40.3%), those between 25 and 35 years (6%) and lastly those below 25 years (1.5%). This shows that the CBO's are managed by experienced mature personnel, the results further depict that majority of the respondents had an equivalent of both diploma and degrees (38.8%) followed by those with post graduate (13.4%) and finally certificate holders at (9%). This explains that CBO's are in good hands since most of the employees are well educated to manage the organizations, the results also indicate that majority of the respondents were



CBO coordinators, followed by chairpersons and team leaders at (32.8%). This indicates that the data collected was vital from key respondents, majority of the CBOs were found to be located in the Mbarara Municipality (44.8%), followed by those in Kashari north at (28.4%) and lastly Kashari south with 26.9%). This shows that most CBOs are located in the municipality considering its strategic location.

The results further indicate that most of the studied CBOs are engaged in poverty eradication (46.3%), followed by those focusing on malaria at (26.9%), then research based at (17.9%) and finally maternal and child birth at (9.0%). This shows that most of the CBOs are targeting curbing poverty since it's the root cause of most community handicaps that affect the district development.

### 4.3 Correlation results

Variables	1	2	3	4	5	6	7	8	9	10	11	12
Organization self-reliance(1)	1											
Networking(2)	.110	1										
Donation and grants(3)	.767**	.289*	1									
<b>Resource Mobilization Strategies(4)</b>	.838**	.551**	.914**	1								
Communication(5)	.549**	.276*	.538**	.595**	1							
Transparency(6)	.352**	.313*	.422**	.468**	.371**	1						
Organized human resources(7)	.435**	.270*	.619**	.582**	.533**	.333**	1					
<b>Control and Management Approaches(8)</b>	.576**	.364**	.678**	<b>.705**</b>	.837**	.696**	.804**	1				
Timely completion(9)	.476**	.201	.497**	.516**	.751**	.460**	.381**	.689**	1			
Beneficiary satisfaction(10)	.650**	.251*	.841**	.774**	.420**	.565**	.649**	.689**	.499**	1		
Goal attainment(11)	.381**	.169	.476**	.453**	.179	.194	.349**	.307*	.136	.576**	1	
<b>Success of CBOs(12)</b>	.665**	.270*	.804**	<b>.770**</b>	.603**	.560**	.614**	<b>.757**</b>	.741**	.919**	.651**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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

#### **4.4 The relationship between resource mobilization strategies and the success of CBOs in Mbarara district**

The results from the table above show a positive significant relationship between resource mobilization strategies and the success of CBOs in Mbarara district ( $r=.770^{**}$ ,  $p<0.1$ ). This implies that any positive change in resource mobilization strategies in CBOs will result into an equal positive change in the success of CBOs. However, all the dimensions of resource mobilization have a positive significant relationship with those of success for CBOs expect organizational self-reliance which presented a positive relationship.

#### **4.5 The relationship between resource mobilization strategies' and management and control in CBOs in Mbarara district**

The results also highlight that there is a positive significant relationship between resource mobilization strategies and management and control in CBOs in Mbarara district ( $r=.705^{**}$ ,  $p<0.1$ ). This indicates that any increase in the dimensions of resource mobilization strategies will produces equal positive results in management and control of CBOs in Mbarara district. This further shows all dimensions of resource mobilization and management and control have a significant positive relationship.

#### **4.6 The relationship between management and control and the success of CBOs in Mbarara district**

The results further indicate that there is a positive significant relationship between management and control and the success of CBOs in Mbarara district ( $r=.757$ ,  $p<0.1$ ). This explains that in case of any improvement in the construct of management and

control, the same will apply to the success of CBOs in Mbarara district. The results also prove that all the dimensions of both variables have a significant relationship except goal attainment.

#### 4.7 Regression analysis table

	<b>Model 1</b>		B	<b>Model 2</b>		
	B	SE		B	SE	B
Constant	0.137	0.365		-0.749	0.384	
Resource Mobilization Strategies and Management Approaches	0.899	0.093	0.77**	0.547	0.116	0.468**
R		0.77			0.827	
R Square		0.592			0.684	
Adjusted R Square		0.586			<b>0.674</b>	
R Square Change		<b>0.592</b>			<b>0.092</b>	
F Change		94.373			18.543	
Sig. F Change		.000			.000	

Dependent Variable: Success of CBOs; N=67; \*regression is significant at 0.05; \*\*regression is significant at 0.01

##### Model 1

Results from model 1 in the table above indicate that resource mobilization strategies (organizational self-reliance, donation and grant and networking) contribute a statistically explanatory power of 59% (R square change= 0.592) in explaining the success of CBOs in Mbarara district make it a better predictor of the two variables.

##### Model 2

Results of model 2 in the above table show that management and control (communication, transparency and organized human resources) contribute 9% (R square

change=.092) making it an insignificant predictor in explaining the success of CBOs in Mbarara district.

Finally the combination effect of resource mobilization strategies and management and control explain 67% (Adjusted R square 0.674) of the success of CBOs in Mbarara district, and rest of the underlying factors that affect the success of CBOs are not captured in the study.

## **CHAPTER FIVE**

### **DISCUSSION OF RESULTS, CONCLUSION AND RECCOMENDATIONS**

#### **5.0 Introduction**

This chapter introduces the study findings in regard to chapter four above based on research questions and objectives; it presents conclusions and suggests applicable recommendations for the study, presents study limitations and highlights areas for future researchers.

#### **5.1 Discussion of results**

The discussions are based on the study findings in line with the study objectives as shown below.

##### **5.1.1 The relationship between resource mobilization strategies and the success of CBOs in Mbarara district**

The study found a significant positive relationship between resource mobilization strategies and the success of CBOs in Mbarara district. This means that once resource mobilization strategies of (organizational self-reliance, donation and grants) are improved, success of CBO's dimensions (timely completion, beneficiary satisfaction and goal attainment) will equally increase. This further explains that once financing channels are broadened, continuity will be achieved as there will always be finances to implement the organization goals and objectives.

The findings are in agreement with Seltzer (2014), who stressed that resource mobilization strategies ensures the continuation of the CBOs service provision to clients allows improvement and scale-up of products and services that the organization currently provides and this compels organizational sustainability. Nkuny (2014), stresses that valuing contributions from each source, effective communication with funders and stakeholders through regular meetings, publications and social media are key in the success of CBOs, he insists on resource self-reliance, community and local financing as the most prosperous source of resources in order for CBOs to achieve sustainability.

### **5.1.2 The relationship between resource mobilization strategies and management and control in CBOs in Mbarara district**

The study found a positive significant relationship between resource mobilization strategies and the management and control in CBOs in Mbarara district. This shows that any positive change put in the constructs of resource mobilization strategies that is,(organizational self-reliance, donation and grants) will result into the same positive influence in the dimensions of management and control that is, (communication, accountability and transparency and organized human resources).

The study findings are in line with Achamkulangare (2014), who explained that organizations without a resource mobilization strategy or a dedicated function to manage the implementation of the strategy are at the potential risk of investing a lot in uncoordinated interaction with donors without perhaps getting much in return. Even organizations which have an established strategy/policy and function had to create guidelines in order to define the division of labor and set procedures in place for the approval of new initiatives in order to prevent freelance behavior. Sera and Beaudry

(2007), discovered that some of the key aspects to achieve total success in CBOs include proper leadership that recruits talented team, proper budgeting, project development, financial systems, monitoring and evaluation, proper proposal writing and reporting to funders. Managing and reporting is also crucial to maintaining good relations with a partner/client and forms the bedrock of potential ongoing collaboration.

### **5.1.3 The relationship between management and control and the success of CBOs in Mbarara district**

The findings further found a significant positive relationship between management and control and the success of CBOs in Mbarara district. This indicates that any positive change in the constructs of management and control will produce the same positive results in the success of CBOs in Mbarara district. The study asserts that once CBOs maximize communication amongst stakeholder, high levels of accountability and transparency are realized as well as organized superb human resources the organizational goals will be highly attained, completed on time and this will satisfy the beneficiaries.

The study conformed to Sarwar (2016), study who asserted that humans are the main resources of any organization, without their desired skills, educational background and commitment to their work, an organization cannot achieve success in their projects. Her study was carried out on employees of project oriented organizations to find the influence of HRM practices on project success of Southern Punjab and the outcomes showed that human resource management has a significant effect on project success. It's important to know that during planning and organizing projects in the workplace, it's key to figure out



what resources are required to position them in the best way for the attainment of CBOs success (FAO, 2017).

## **5.2 Conclusion**

The study findings indicated a significant positive relationship between resource mobilization strategies and the success of CBOs in Mbarara district. This therefore shows that once stakeholders increase on access to donation and grants as well as increasing organization self-reliance channels like: providing consultancy and money accumulating activities like charging smaller user fees, CBOs will achieve higher successes in Mbarara district.

The study also found a significant positive relationship between resource mobilization strategies and the management and control in Mbarara district. This highlights that once the raised finances are put into proper use with the help of organized human resource, accountability and transparency, proper communication amongst stakeholders through financial statements and audited books will be realized.

The study further found a significant positive relationship between management and controls and the success of CBOs in Mbarara district. This clarifies that once there is effective communication amongst the affected parties, ethical accountability and transparency by exclusive human resources, the organizations will realize their intended goals and objective, complete projects in time as well as satisfy their beneficiaries.

Therefore, the resource based view theory was appropriate for the study since most CBOs are constrained by scarcity of resource from achieving their objective and the study concludes that organizations should set up a basket of resources both internal and external to run smoothly.

### **5.3 Recommendations**

The study recommends CBO managers should endeavor to connect and network with similar cause organizations. This helps to expound on the scope of services, knowledge sharing as well as resource pooling and this makes the organization effective.

CBO leaders should as well take up income generating activities like providing consultancy services, charging user fees for services as well as carrying out trade in form of selling T shirts and organizing marathons. This will make them self-reliant hence reducing donor dependence that is characterized with donor syndrome.

There is a great need for CBO managers to conform to transparency in line with government and funders requirements. This will improve relationship building leading to organization brand popularity that will otherwise influence other donors hence programs sustainability.

CBO's should endeavor to hire skilled staff to maximize organizations' missions and goal attainment. This will build a strong foundation for success by serving beneficiaries expectedly.

CBO's managers should adopt contemporary fundraising mechanisms provided by internet like online fundraising through making online presence in form of website and total connectedness with all social media platform. This will improve the resource mobilization.

There is a great need for CBO's to maintain a strong communication with all the stakeholders in order to keep the relationship bonding. This instills trust and lawlessness to stakeholders leading to great publicity.

#### **5.4 Limitations of the study**

The covid-19 outbreak made data collection a matter of life and death whereby organizations and their respective employees were closed down and this made data collection period challenging.

The cost of the study surpassed the planned budget and this made it complicated to achieve the deadlines considering the prevailing economic situations.

#### **5.5 Areas of further study**

- i. The study followed a cross sectional approach and therefore future researchers need to apply a longitudinal approach on the same variables where the questionnaire is applied to the same study scope overtime in order to attain a conclusive report.
- ii. Data was collected using a structured questionnaire and therefore future researches need to employ an unstructured questionnaire, use observation and interview guide in order to attract many thoughts.

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# QUESTIONNAIRE



**MAKERERE UNIVERSITY**

Dear Sir/ Madam.

## **RE: REQUEST TO PARTICIPATE IN A RESEARCH STUDY.**

I am **SSESANGA ROBERT SEKIMPI** a post graduate student pursuing a Master’s Degree in Business Administration. My study is on **resource mobilization strategies, management and control and the success of CBOs in Mbarara district** as a partial fulfillment for the award of the Degree. You have been selected as resourceful person for the study and I request you to take a few minutes off your busy schedule and answer the following questions. Your response is entirely academic oriented and will be kept with maximum confidentiality.

Regards.

### **SECTION A (please tick as appropriate)**

#### **Respondent’s bio data**

1. **Gender:** Male  Female

2. **Age bracket:** Below 25 years  25-35  35-45  45 and above

3. **Highest education level:** Certificate  Diploma  Degree  others

specify.....



**4. Position held in the organization.**

Chairperson  Coordinator  Team member

**5. Name of the constituency where the CBO is located**

Mbarara Municipality  Shari North  Shari South

**6. Type of services offered by CBO**

Malaria  Maternal and child birth  Poverty eradication  Research based

**SECTION B. (Please tick what applies to the extent you agree with the following statements)**

<b>C o d e</b>	<b>RESOURCE MOBILIZATION STRATEGIES</b>					
	Under this section, you are asked to tick <b>1=strongly Disagree(SD)</b> , <b>2=Disagree(DA)</b> , <b>3=Neutral(N)</b> , <b>4=Disagree(A)</b> and <b>5=strongly Agree (SA)</b> .					
	<b><i>Organization self-reliance.</i></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	The organisation offers paid consultancy.					
	The organisation partners with other organisation to provide exclusive paid for services like training and consultancy.					
	The organisation organises events like walks and marathon to raise funds.					
	The organisation operated mini ventures to support its operations.					
	The organisation charged fees for their services as a mechanism to raise funds.					
	<b><i>Networking</i></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	There is provision of funds from foundations through CSR.					
	The organisation combines efforts with alike organization to implement its activities					
	The organisation teams with government to steer its mission					
	The organisation uses online measures like social media to reach out to funders.					
	The organisation takes part in shared employees and resources to realize its mission					
	<b><i>Donation and grants</i></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	The organisation reaches out to volunteers for support.					
	There is continuous networking with partners to raise funds.					
	The organisation wrote proposals to attract funding.					
	The project complied with financial rules and regulations set by funders.					
	Funders are contacted in case of a change in the plan.					
	<b>CONTROL AND MANAGEMENT APPROACHES</b>					
	<b><i>Communication</i></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	The organization holds periodic meeting with stakeholders.					
	The organization updates its relevant communication channels frequently.					
	The organization prepares periodic financial and non-financial reports.					
	The organization prepares a budget in order to guide spending.					
	Communication followed a communication plan					
	<b>Transparency</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	There is a proper budgeting mechanism in place that governs the expenditure of the organization.					
	The organization follows the reporting requirements agreed by					

stakeholders.					
The project paid all the necessary taxes.					
All employees' entitlements were cleared.					
Contractors' agreements were cleared and closed.					
<b><i>Organized human resources</i></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees work in team in order to achieve organizational objectives					
There is continuous training and development on workers to sharpen their skills gain motivation.					
Employees understand the mission and vision of the organization.					
There is proper remuneration of human resources in order to attain high retention.					
The organization carefully selected team members.					
<b>SUCCESS OF CBOs</b>					
<b><i>Timely completion</i></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The budget of the organisation stayed on track.					
The project focused on critical project areas with the help of critical path analysis and WBS.					
The project used automation system to track proceedings.					
There was contingency plan to guard against risks.					
Resources were managed wisely and prudently.					
<b>Beneficiary satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The community enjoyed change brought by the project.					
Beneficiaries provided positive feedback on the project.					
Project outputs were delivered to beneficiaries.					
Beneficiaries gained training and empowerment from the project.					
The community gained a voice to address their challenges.					

<i>Goal attainment</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Risk assessment and control was achieved.					
Project scope was clearly set and determined					
Project data was properly managed.					
There was daily monitoring and evaluation to control deviation.					
The organisation stimulated internal motivation in the team.					