

AFRICA INTERNATIONAL UNIVERSITY

AN ASSESSMENT OF STRATEGIES USED ON RESOURCES MOBILIZATION,  
CASE OF THE UNIVERSITÉ CHRÉTIENNE BILINGUE DU CONGO  
(UCBC)/CHRISTIAN BILINGUAL UNIVERSITY OF CONGO

BY  
JOEL ASIIMWE NZIKAKO

A Thesis submitted to the university in partial fulfilment  
of the requirements for the degree of Master of  
Arts in Organizational Leadership

Approved:

Supervisor:

\_\_\_\_\_  
Prof. Beatrice Warue

Second Reader:

\_\_\_\_\_  
Dr. Loice Koskei

External Examiner:

\_\_\_\_\_

July, 2017

## **DECLARATION**

**AN ASSESSMENT OF STRATEGIES USED ON RESOURCES MOBILIZATION,  
CASE OF THE UNIVERSITÉ CHRÉTIENNE BILINGUE DU CONGO  
(UCBC)/CHRISTIAN BILINGUAL UNIVERSITY OF CONGO**

I declare that this is my original work and has not been submitted to any College or University for academic credit

The views being herein presented are not necessarily those of the Africa International University or the Examiners

(Sign) \_\_\_\_\_  
Joel Asiimwe Nzikako

July, 2017

## **ABSTRACT**

This study focuses on an assessment of strategies used on resources mobilization, case of the Université Chrétienne Bilingue du Congo (UCBC)/Christian Bilingual University of Congo. The independent variables included external donor funding, local fundraising, community participation, management strategies, report procedures and marketing strategies; while the dependent variable was resource mobilization.

The specific objectives of the study were to find out whether external donor funding affects resource mobilization at UCBC; to investigate whether community participation affects resource mobilization at UCBC; to identify if local fundraising affects resource mobilization at UCBC; to determine whether management practices affect resource mobilization at UCBC; to verify whether reporting procedures affect resource mobilization at UCBC; and to examine whether marketing strategies affect resource mobilization at UCBC. The study used quantitative method.

The target population was comprise church pastors, business men and women, managers in public services, chief executive officers or managers in companies, UCBC teaching and administrative staff, UCBC 4<sup>th</sup> year students, and UCBC alumni totaling to 509 subjects. Stratified and purposive sampling were used to get sample size of 95 subjects. Data was collected using structured questionnaire with closed-ended questions with Likert scale research instrument. The data was analyzed using confirmatory factor analysis method.

The results found out that management practices (p-value 0.0018), marketing strategies (p-value 0.0430), local fundraising (p-value 0.0849) and community participation (p-value 0.0019) were positive and significantly related to resource mobilization. The study recommends that UCBC considers the significant variables as they affect resource mobilization performance.

## **DEDICATION**

This thesis work is dedicated to Lois and Behring MacDowell for supporting this study and their incomparable love, sacrifice and commitment to the Lord all their life: your work will always be immortal.

This work is also dedicated to my wife, Kahindo Kisorobo Espérance, who has been a constant source of support and encouragement. I am truly thankful for having you in my life.

This work dedicated as well to my father, Kitembo Nzikako, who has taught me the source of success in life hidden in socio-spiritual disciplines, such as prayer, the Word of God, holiness, integrity and generosity.

## ACKNOWLEDGEMENT

First and foremost, I give thanks and praises to Almighty God for His blessings, guidance and protection while carrying out this study.

I would first like to thank my first thesis advisor Prof. Beatrice Warue of the Dean of the School of Business and Economics at Africa International University. The door to Prof. Warue office was always open whenever I ran into a trouble spot or had a question about my research or writing. She consistently allowed this paper to be my own work, but steered me in the right direction whenever she thought I needed it. Her way of supervising has boosted my interest in research and writing. Her advice and guidance was not only reliable and perfect but very much learning oriented may God bless you so much. I would like to convey my sincere gratitude to my second supervisor, Dr. Loice Koskei for her kindness and well executed professional and intellectual guidance offered to me while conducting this project study.

My sincere acknowledgments to my mentor, Daniel Masumbuko Kasereka, for his wholistic mentorship; Prof. Paul Robinson & Margie for their kindly supports; Dr. David Kasali, Dr. Honoré Bundukiand UCBC for having given me opportunities for my leadership and professional growth since I came to UCBC. This accomplishment would not have been possible without them.

I want to say special thanks to all my research assistants and participants for accepting to give me their time and to share their opinions as a contribution to the improvement of local partnership and resource mobilization.

Finally, I must express my very profound gratitude to all my parents (Kisembo Nzikako, Astrida Tugwezere, Josephine Buswaza, Nicolas Kisorobo and Elodie Kyakimwa) for providing me with unfailing support, prayers and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. Thank you.

Joel Asiimwe Nzikako

## TABLE OF CONTENT

ABSTRACT.....	iv
DEDICATION.....	i
ACKNOWLEDGEMENT .....	vi
LIST OF TABLES .....	x
LIST OF FIGURES .....	xi
ABBREVIATION AND ACRONYMS.....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1.Background of the Study .....	1
1.2.The Scope of the Study .....	4
1.3.Short Profile of the School .....	4
1.4.Statement of the Problem.....	6
1.5.General Objective for the Study .....	7
1.6.Specific Objectives of the Study.....	8
1.7.Research Questions .....	8
1.8.Significance of the Study.....	8
CHAPTER TWO.....	10
LITERATURE REVIEW.....	10
2.1.Introduction .....	10
2.2.Theoretical literature review .....	10
2.3.Theoretical Framework.....	14
2.4.Empirical Literature Review .....	14
2.5.Literature Review Summary .....	23

2.6. Conceptual Framework .....	24
2.7. Operationalization of Variables .....	24
CHAPTER THREE .....	26
RESEARCH METHODOLOGY .....	26
3.1 Introduction .....	26
3.2. Research Design .....	26
3.3. Target Population and Sampling Design .....	27
3.4. Sampling procedure.....	28
3.5. Data Collection Instruments.....	29
3.6. Data Collection Procedures .....	30
3.7. Data Analysis Method.....	30
3.8. Reliability and Validity of Research Instrument .....	30
3.9. Research ethical issues.....	31
CHAPTER FOUR.....	32
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS...	32
4.1. Introduction .....	32
4.2. Response Rate .....	32
4.2.1 Demographic Characteristics of the Respondents.....	32
4.2.2 Distribution of the Respondents by Gender.....	32
4.2.3 Distribution of Respondents by Age.....	33
4.2.4. Attending UCBC Local Resource Mobilization Event .....	34
4.3. Response Per Objective .....	35
4.4. Reliability Test.....	43
4.5. Descriptive Statistics .....	43
4.5.1. Effect of External Donor Funding on Resource Mobilization at UCBC	43
4.5.2. Effect of local fundraising on resource mobilization at UCBC .....	44

4.5.3.Effect of Community Participation on Resource Mobilization at UCBC	44
4.5.4.Effect of Management Practices on Resource Mobilization at UCBC	45
4.5.5.Effect of Reporting Procedures on Resource Mobilization at UCBC	45
4.5.6..Effect of Marketing Strategies on Resource Mobilization at UCBC	45
4.6.Analysis of Variance (ANOVA)	46
4.6.1Linear Multiple Regression Analysis	47
4.7.Discussion of the Study Findings	48
CHAPTER FIVE	51
SUMMARY, CONCLUSION AND RECOMMENDATIONS	51
5.1.Introduction	51
5.2.Summary of Findings	51
5.3.Conclusion	52
5.4.Recommendations	52
5.5.Suggestion for Further Research	53
REFERENCES	55
APPENDIX 1: QUESTIONNAIRE	58



## LIST OF TABLES

Table.....	page
3.1: Target Population Design .....	27
3.2: Sampling Design.....	29
4.1: Gender of the Respondents .....	33
4.2: Age Group of the Respondents .....	34
4.3: Attended Resource Mobilization Event .....	35
4.4: Reliability Statistics .....	43
4.5: Descriptive statistics of external donor funding .....	43
4. 6: Descriptive statistics of local fundraising .....	44
4.7: Descriptive statistics of community participation .....	44
4.8: Descriptive statistics of management practices .....	45
4.9: Descriptive statistics of reporting procedures.....	45
4.10: Descriptive statistics of marketing strategies.....	45
4.11: ANOVA Results .....	46
4.12: Linear Multiple Regression Analysis .....	47
5.1: UCB Income generating services .....	53

## LIST OF FIGURES

Figure:.....	page
2.1. Theoretical Framework.....	14
2.2: Conception Framework.....	24
2.3 Operationalization Framework .....	25
4.1 Gender of the Respondents .....	33
4.2: Age Group of the Respondents .....	34
4.3 Attended Resource Mobilization .....	35
4.4: Response rate on External donor funding.....	36
4.5: Response rate on local fundraising .....	37
4.6: Response rate on community participation.....	38
4.7: Response rate on management practices .....	40
4.8: Response rate on reporting procedures .....	41
4.9: Response rate on marketing strategies.....	42

## **ABBREVIATION AND ACRONYMS**

AMA:	American Marketing Association
CBO:	Community-Based Organization
DRC:	Democratic Republic of Congo
MAOL:	Master of Arts in Organizational Leadership
NGO:	Non-Governmental Organization
NIV:	New International Version
UCBC:	Université Chrétienne Bilingue du Congo

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter gives an overview of the background of the study, statement of the problem, general and specific objectives, research questions and justification of the study.

#### **1.1. Background of the Study**

Resources mobilization, which refers to all activities involved in securing new and additional resources for an organization; and also involves making better use of, and maximizing, existing resources(Seltzer, 2014) is the focal point of an organization. Many people in institutions or organizations have excellent visions and initiatives but most of them don't see their visions come true because of either lack of resources or mismanagement of the mobilized resources.

One of the biggest challenge for the sustainability of an organization is lack or less emphasis on local resource mobilization. According to International Labor Organization (2010), local resources include local labor, local materials, local knowledge, skills and culture, local enterprises (usually small- and medium-scale), local institutions (including local government, training institutions, trade unions and employers' organizations, Non-governmental Organizations (NGOs) and Community-Based Organization (CBOs), locally produced tools and equipment and local social capital (traditional structures, solidarity and trust). Sekajingo, (2010) puts it very simple by saying that the term "local resources" refers to financial and non-financial

contributions to community improvement projects from local sources, including individual citizens, local government, businesses, institutions or other actors. Local resources not only allow for the implementation of successful community projects, but also contribute to the long - term sustainability of initiatives conducted by NGOs and CBOs by building lasting relationships.

Local Resource Mobilization describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people , goods and services) to support an organization and make it self-sustaining. It encompasses a wide range of strategies going from income generation schemes to locally based fundraising or building volunteer constituencies for example. It finds expression in a variety of fresh approaches which integrate cultural, social and economic contexts (Sekajingo, 2010). In many cases, it seems easier to get these resources from prominent donors outside of their communities, including foreign governments and foundations, representatives of multinational companies, national and international government offices. While it may take more work at the outset, community contributions are valuable way to strengthen the development organizations in a way that outside contributions cannot. Sekajingo (2010) gives three reasons why organizations should not rely only on foreign resources. For the purpose of this work, the main retained reason is that foreign resources do not build local support for organizations work, nor does local supporters. As long as an organization is seen as only being supported by foreign funds, local people will not feel the need to support the organization with funds or in kind. They will assume that the NGO receives money from overseas, and that it can buy whatever is needed. Moving people from that perception to one in which they feel that the organization benefits them is very difficult.

Many local NGOs/CBOs have been nurtured from birth by funds from foreign sources, often to the exclusion of funds from any other source. They are very dependent to such sources, and if the funds from such sources dry up, they are left vulnerable to closure. Very few of these organizations if the funds from foreign donors have been in the form of financial investments build long-term financial strength. They have always been time limited funding for specific projects and the relationship ceases once the project is over. In addition to this, the foreign funds have often been made available with a number of conditions. Some of these conditions have been unhelpful and distracting from the main task of the local NGOs/CBOs.

Economists say that resources are limited, so we need a better use of the available resources. If resources are limited, that means getting needed and appropriate resources requires good strategies. We are living in a fast growing industry where competition is very high. So, for an organization to successfully mobilize required resources it has to develop different ways of getting the resources. The most effective ways of mobilizing resources is involving local community members, as the saying goes “if you do it for me without me, you are doing it against me.” The problem is not that people don’t have but maybe we don’t knock at the right door at the right time for a right purpose; as Jesus said, “knock and the door will be opened to you” (Matthew 7:7, NIV).

The surest indicator that community-based institutions, such as Université Chrétienne Bilingue du Congo (UCBC), are truly meeting local needs is their ability to mobilize people and resources in the community. Every community, even the poorest, has resources (financial resources, in-kind material donations, in-kind intellectual services, space, volunteer, etc.) that can be used to implement projects that respond to local needs, including the change of mentality. The role of such

institutions, like UCBC, is to address these needs by building community awareness and implementing relevant activities while mobilizing local resources to assist in the effort. Simply put, in this work the term “local resources” refers to financial and non-financial contributions from local sources, including individual citizens, local government, businesses, institutions or other actors. Local resources not only allow for the implementation of successful projects, but also contribute to the long-term sustainability building lasting relationships. Such institutions have three main benefits, namely sense of ownership, building social capital, sustainability, independence and flexibility to implement contextual activities.

### 1.2. The Scope of the Study

UCBC has partners from various geographic areas, both national and international partners. It would not be easy to assess how UCBC mobilizes resources from both national and international partners around. Thus, this study had focused on the population living in Beni.

### 1.3. Short Profile of the School

As retrieved from Bunduki’s thesis (2016), UCBC is an interdenominational Christian higher education institution founded in 2007 under the initiative of Professor David M. Kasali. It exists as a way of seeking to respond to the multidimensional crisis that affects the progress and welfare of the Congolese society. It is driven by the desire to promote integrated development characterized by the renewal of the intelligence of Congolese citizens for the change of mentality and the awakening to the maximum potential with the purpose to provide for the Congolese people an excellent education and the best services (CI-UCBC, 2007).

At UCBC there is a constant pursuit of, “academic excellence, specialization within faculty, interdisciplinary competency, bilingual education, character formation, service-learning and community engagement” (UCBC, 2009). UCBC organizes five faculties: Theology, Economic Sciences, Communication Sciences, Applied Sciences and Law School which aims to train lawyers who will have the mission to impact the judiciary system of the country.

The vision of CI-UCBC which is, “to train and develop strong, indigenous Christian leaders to transform their communities and their nation of the Democratic Republic of Congo,” was birthed from the Biblical text of Isaiah 43:18-19. The university thus has a mission, “to model, nurture and shape an authentic, redemptive community of Christ’s followers whose calling is to transform the society in the Democratic Republic of Congo.” To translate this mission into achievable objectives and to make assessment possible, the mission of the university was restated in terms of student outcomes and what graduates should be able to do upon graduation from UCBC.

To foster its vision, the Christian Bilingual University of the Congo (CI-UCBC, 2007) has also defined four values that guide its endeavors: community life which seeks, “to create opportunities for sharing experience and spiritual practices by promoting a learning process based on spiritual principles of mentoring and discipleship through various programs and activities”; service-oriented training “to create an environment and to develop a Christ-like servant character in men and women who will become agents of transformation”; reflection “to allow and promote dialogue and interactive learning in groups, so as to conciliate knowledge and practice and to formulate solutions that are relevant to the context of DRC”; and integration



“to develop a holistic ministry associating the mind, emotion and action in theology, politics and business for both individuals and communities”.

UCBC offers a triadic education that combines academics, work and service. The first develops students’ critical thinking and academic inquiry to find solutions to problems. The second not only provides them with the opportunity to develop a work ethic but also to identify with the community with a mainly farming population who lives on agriculture. Two types of services are offered through this program: (1) on campus service, where students are organized in crews and they serve for two hours each week as a compensation for a percentage of their tuition; (2) in community service, which also involves all staff in a collective work in the community. These community services have had huge impacts on the population and on students from other universities in emulating them towards collective actions for the benefit of the community. <sup>12</sup> The last component is Service-Learning, which takes students from classroom to the field and to the wider community as agents of transformation. The entire process of education and the teaching methodology are learner-centered. Service-Learning projects are blended in the curriculum to allow equal benefits for students and the community they engage with. Through this type of training UCBC seeks to foster character, leadership skills, team work and transformation in its students who are, “being transformed to transform” (UCBC motto).

#### 1.4. Statement of the Problem

One of the problems with resource mobilization is known to be ownership of the organization by members of the local community. A community-based development is located in the community and the community is in charge of the program (Schudel, 2007). In other words, the community owns the organization’s program and it contributes to the growth of the organization. UCBC having been founded in

partnership between the Congolese church and a group of American churches; it is largely perceived by members of the local community as a foreign institution funded from outside. This constitutes a challenge for local resource mobilization initiatives and ownership of the initiative. Batti (2014) confirms that common mistake that local NGOs make is to become over dependent on a single source of funding. When that source reduces or dries up the organization struggles to generate new funding when it is too late, hence programs are compromised or terminated. Therefore, the task facing NGOs currently and in the future is and will be to explore additional mechanisms to boost financial stability without sacrificing the mission of their organizations.

Batti mentions two categories for sourcing of funds or resources; namely conventional (Individual philanthropy, Private foundations, corporate agencies, government and foreign development agencies) and Non-Conventional Means (Membership fees, businesses, income generating activities, Prizes/Awards). She says that it is important for organizations to understand funding sources within categories that they have not fully explored and design mechanisms of accessing them. The author classifies three ways to mobilize resources as follows: accessing existing resources through private and public sources, generating new wealth and capitalizing on non-financial resources. Two main questions are raised: What does UCBC do to mobilize local resources for its sustainability? How does UCBC involve community members in implementing its projects for community ownership of UCBC vision?

#### 1.5. General Objective for the Study

To assess the strategies UCBC uses for local resources mobilization.

### 1.6. Specific Objectives of the Study

This research had the following specific objectives:

- 1) To find out whether external donor funding affects resource mobilization at UCBC
- 2) To investigate whether community participation affects resource mobilization at UCBC
- 3) To identify if local fundraising affects resource mobilization at UCBC
- 4) To determine whether management practices affects resource mobilization at UCBC
- 5) To verify whether reporting procedures affect resource mobilization at UCBC
- 6) To examine whether marketing strategies affect resource mobilization at UCBC

### 1.7. Research Questions

This study had the following research questions:

- 1) How does external donor funding affect resource mobilization at UCBC?
- 2) Does community participation affect resource mobilization at UCBC?
- 3) Does local fundraising affect resource mobilization at UCBC?
- 4) Do management practices affect resource mobilization at UCBC?
- 5) Do reporting procedures affect resource mobilization at UCBC?
- 6) Do marketing strategies affects resource mobilization at UCBC?

### 1.8. Significance of the Study

The purpose of this study is to help local organizations and institutions, like UCBC, to consider community participation in the implementation of its strategic plans and develop effective strategies to mobilize available local resources. This has three major impacts, (1) the ownership of UCBC's vision by community members, (2)

promoting sustainability by maximizing the use of local resources, and (3) to give value to local available resources while reducing external donor funding dependency.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **1.9. Introduction**

In order to conduct research, one needs to have a general framework that will guide you through the process. This framework helps to ensure that your ideas as well as the information gathered from the research are tied together in a logical manner. Theoretical and conceptual frameworks serve this purpose (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). This chapter will cover the following elements: theoretical and empirical literature review.

#### **1.10. Theoretical literature review**

This part covers different theories which support this research.

#### **2.2.1. Theory of donor cultivation**

One promising approach to develop financial resilience is donor cultivation (Harrow, Jung, & Scott, 2011). Increasingly, fundraising practitioner literature is focusing on the growing importance of relationship cultivation with all donors rather than devoting resources to marketing the organization to donor publics. Rather than simply focusing the cultivation of major gift donors, practitioners have recognized that the same principles can be applied to all donors. (Waters, 2011). Donor cultivation is basically building a relationship with a prospect. You don't simply call someone up and ask for \$10,000 at the end of the conversation. You have to get to know the donor, and the donor has to get to know you and your nonprofit (Kelly,

2016). Donor cultivation is the spectrum of relationship-building steps that lead to donorship, with cultivation continuing as part of an ongoing program once a donation has been made (Harrow, Jung, & Scott, 2011.)

Whether donor-relationships are built around the needs of recipient groups, or on the educational, engagement and impact requirements of specific donors, the relationship has important implications for the size, longevity and type of funding non-profit organizations can access (Harrow, Jung, & Scott, 2011). Donor cultivation is a process, as suggested by Harrow, et al. (2011) which has the following steps: identify, qualify, strategy, cultivation, solicitation, recognition and stewardship.

Given the importance of individual donors to the sector, it is vital to understand how these organizations cultivate relationships with donors to survive sector-wide controversies. The extra effort required to cultivate relationships with any public will benefit organizations in the future because this demonstrated concern will reduce the impact of potential crises (Waters, 2011).

### **2.2.2. Theory of Impact Philanthropy**

Impact philanthropists are motivated by their desire to personally ‘make a difference.’ While that motive is straightforward, it leads to distinct predictions regarding the interdependence of charitable gifts, the effect government programs have on private giving, the effectiveness of various fundraising strategies, and the relationship between a charitable organization and its donors (Duncan, 2004). An impact philanthropist is someone who values making a difference. Anyone for whom feeding one child is more satisfying than giving each of a thousand children a single grain of rice, or who wants his or her donation spent directly on a charitable cause rather than on overhead, has at least some impact philanthropy in them. In fact, there are many examples of contributors who display the symptoms of impact philanthropy.

As mentioned, many donors prefer to sponsor a child rather than support a children's organization. Others prefer to give money directly to a homeless person rather than to a charity for the homeless. Many donors, and even some foundations, refuse to finance startup, administrative, or indirect costs, wanting their money to go directly to the cause they support (Duncan, 2004).

### **2.2.3. Communication Theory**

Light has documented a decline in the public confidence expressed in charitable organizations. Marketing and public relations scholarship has focused on the importance of relationships between an organization and its stakeholders. Scholars have recognized the parallels between interpersonal relationships and the relationships organizations develop with their stakeholders. Adaptations of interpersonal communication theory have generated a significant understanding of how organizations cultivate and maintain relationships with key stakeholders (Waters, 2011). Organizations should be prepared to dedicate time and resource to developing relationships with donors to ensure their longevity (Rosso, 1991). The relationship management approach to fundraising can help result in significant gifts from donors (Waters, 2011). Drawing from interpersonal communication, Hon and Grunig (1999) proposed that relationships, such as the nonprofit organization–donor, can be measured by assessing the levels of trust, commitment, satisfaction, and power in the relationship (Waters, 2011). The results of the study conducted by Waters (2011) show that this organization needs to spend more time developing relationships with its donors. Although they evaluate the relationship positively, communication theory outlines several specific strategies that can enhance the effectiveness of a nonprofit's fundraising program. Engaging donors in more conversations to let them know they are appreciated will help encourage more loyalty in the relationship, but the nonprofit

organization must also demonstrate that it is committed to being both socially and financially accountable.

#### **2.2.4. Stewardship Theory**

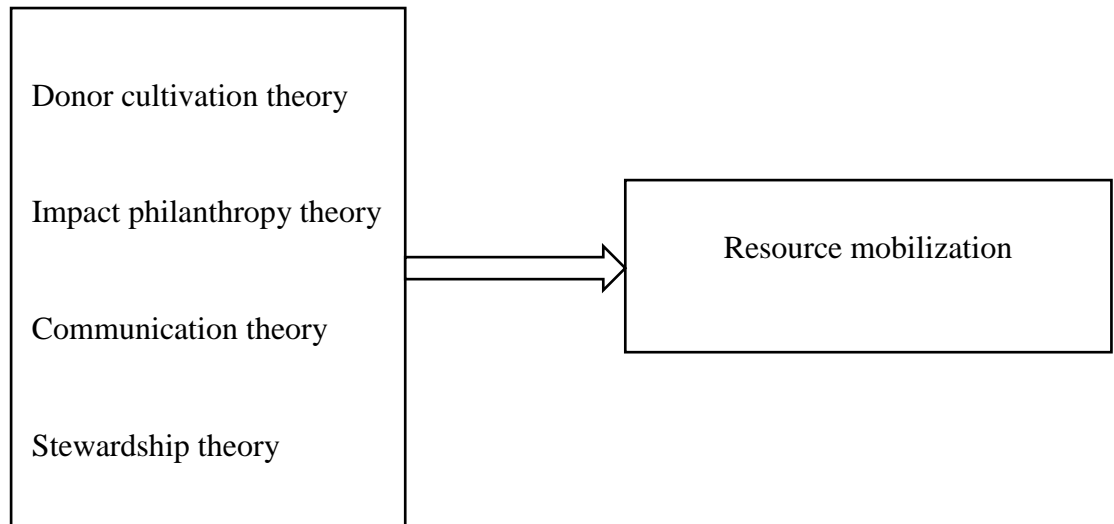
According to Larson (July 14, 2013) stewardship theory is a relatively new concept (Karns, 2011) and assumes that the manager is a steward of the business with behaviors and objectives consistent with those of the owners. The theory suggests that the firm's purpose is to contribute to humanity by, "serving customers, employees and the community" (Karns, 2011, p. 337). At the center of the theory's foundation is the concept that the business is here to serve rather than produce a profit. However, to be able to serve, the firm must be able to sustain itself economically and this theory promotes efficient use of resources through working with stakeholders. It views profits as necessary and an important funding mechanism to the primary objective of meeting the service-oriented mission. The pursuit of wealth building is secondary to service for the common good from sustainable business functions focused on the betterment of people and planet.

In stewardship theory, reading Andreoni (1998), the model of man is based on a steward whose behavior is ordered such that pro-organizational, collectivistic behaviors have higher utility than individualistic, self-serving behaviors. According to steward theory, the behavior of the steward is collective, because the steward seeks to attain the objectives of the organization. Stewardship theory defines situations in which managers are not motivated by individual goals, but rather are stewards whose motives are aligned with the objectives of their principles.



### 1.11. Theoretical Framework

Theoretical framework being one of the pillars of a research work, it “shows the relationship between variables that influence or inform a research study, based on an already existing theory (Oladipo, Ikamari, Kiplang’at, & Barasa, 2015).



**Figure 2.1. Theoretical Framework**

### 1.12. Empirical Literature Review

#### 2.4.1. External donor funding

Resource mobilization is the core part of lifetime of an organization. This process highly depends on the strategies set by the organization. These strategies target both local and international partners. It is very imprudent for an organization to completely rely on external donor funding. This is one of the main reasons why most of organizations close in various areas. Kiiru (2016) shows us how this dependency on external donor funding has affected the church after missionaries have left Africa. He says that when the missionaries left the mission field, the support they were receiving from their home churches dwindled slowly and finally ended, leaving a church incapable of supporting their local pastors. The first generation of church

leaders and the succeeding generations of leaders have had to face serious problems in raising their own support as well as support for their church ministries.” Cheboi, (2014) found out that donor funding was associated to performance contracting score. Such that whenever donor funding increased in a particular financial year, the performance contracting score decreased, indicating that donor funding was associated to performance contracting score. The study argued that aid dependence could potentially undermine institutional quality. This would be feasible through a number of ways such as encouraging corruption and rent seeking on one hand and fomenting conflict over control of aid funds on the other hand. These findings prove that the more an organization depends only on external donor funding, the more it loses its value, performance and goals; as a Burkina Faso saying goes, “the hand that gives is over the hand that receives.” This is the reason why in Africa, having all kinds of resources we need, we don’t progress the way we were supposed to because most of our decisions are made by donors – who have their own agenda. This does not mean we should drop them out but it means if the organization has its ways of mobilizing local available resources, it will have a say on external support. In fact Kiiru (2016) quotes Daniel Rickett saying, “taking our cues from the Bible, the kind of dependency expected from and commanded of Christians is characterized by reciprocity and responsibility. Thus, in a healthy relationship both partners recognize their responsibilities and work to fulfil them...Unhealthy dependency occurs when reciprocity and responsibility are ignored, overruled, or undervalued. If the accent is on the exchange of money or personnel and not on the complementary contributions each partner makes, the importance of reciprocity is easily overlooked (Kiiru, 2016). At a certain level, this unhealthy dependency is not only the matter of lacking resources but mostly the matter of attitude. We do think that we do not have anything

apart from outside support. I agree with Kiiru's conclusion saying that there are creative strategies that need to be put in place in order to assist in the process toward self-reliance, through mobilizing and development of locally available resources. It is important to note that man can never be self-sufficient and therefore not needing the assistance of others.

#### **2.4.2. Local Fundraising**

Local approach to fundraising involves building relationship between the organization and the people who give money and support the organization's aims and activities. Andreoni, (1998) distinguishes between two different types of fund drives each with different incentives, constraints, and strategies. The first type is capital campaigns: they characterize new charities, or major new initiatives of existing charities and involve projects with large fixed costs of capitalization. Examples include buying expensive equipment or constructing new buildings. The second type is continuing campaigns: they raise the operating funds for items such as salaries, supplies, and maintenance for charities that are already capitalized.

The study done by Okorley and Nkrumah (2012) proves that local NGOs can improve their funding situation by spreading their network to include domestic (local) sources. Local resource mobilization describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people, goods and services) to support an organization and make it self-sustaining.

Africans are traditionally generous. Even without resources, an African will go to great lengths to show hospitality, even when it means going to borrow what is needed from the neighborhood. They express their generosity with no regard to the condition in which they may find themselves (Kiiru, 2016).

The account of Jesus feeding the five thousand in John 6:1-11 has a lot to say on mobilizing local available resources. We find disciples giving very little consideration on what they had (five barley loaves and two fish). Bible hub commentary says the barley loaves were the ordinary food of the poorest in Palestine, and the two fish were dried, as was the common custom of the country; and such dried fish was usually eaten with the bread. Adam Clarke commentary describes well the two small fishes - Δυοοψαρια. The word of οψαριον signifies whatever is eaten with bread, to perfect the meal, or to make it easy of deglutition, or to help the digestion. There is no word in the English language for it, which is a great defect.

Jesus assessed the need (people were hungry), he mobilized available local resources by asking the disciples (local community) to provide for food. The answer of the disciples proves they believed that they have nothing to offer to the five thousand. They believed that the solution to the problem should come from outside – mentality of dependency. Jesus, as an excellent resource mobilizer, asks them first to consider what they have and give it. Most of cases, local resource mobilization failure is related to the community’s mentality and resource mobilizer’s strategies. Jesus’ illustration demonstrates that the “how” matters more than the “what” in resources mobilization process. I strongly agree with Kiiru (2010) saying, “no donor is willing to give funds to a project to which the owners have not committed their own resources.” Local support is key to the success of organization’s resources mobilization process.

### **2.4.3. Community Participation Strategies**

Cheetham (2002) defines community participation as the involvement of people in a community in projects to solve their own problems. She says that people cannot be forced to ‘participate’ in projects which affect their lives but should be

given the opportunity where possible. Community participation occurs when a community organizes itself and takes responsibility for managing its problems. Taking responsibility includes identifying the problems, developing actions, putting them into place, and following through. (Advocates for Youth, 2001). A community's members are a rich source of knowledge about their community and of energy and commitment to that community.

In order to have successful community participation, as emphasized by Cheethan, those promoting community participation need to be able to facilitate a process, rather than to direct it. Facilitators need to have genuine confidence in a community's members and in their knowledge and resources. A facilitator should be willing to seek out local expertise and build on it while bolstering knowledge and skills as needed.

Community participation opens the way for community members—including youth—to act responsibly. Whether a participatory approach is the primary strategy or a complementary one, it will greatly enrich and strengthen programs and help achieve more sustainable, appropriate, and effective programs in the field (Cheetham, 2002).

Joseph Rowntree Foundation's research demonstrates that for an organization to involve communities in partnerships it has to create partnership structures that work for local communities; to make resources available for community groups; to arrange training for both community activists and professionals; and to help community groups with administrative and financial procedures.

#### **2.4.4. Management Practices**

The study conducted by Okorley and Nkrumah (2012) concludes that the survival of local NGOs ... can be improved if they are able to develop and implement

need-based and demand-driven programs, supported by good leadership, transparency, accountability, and commitment to meet felt and expressed needs of beneficiaries.” In line with these findings, Kiiru (2010) says that it is important to ensure that these funds (or resources) are utilized for the purpose for which they were collected. This may mean having better mechanisms of control, as well as having accountable leaders taking responsibility over these funds on behalf of the community. Kiiru’s suggestion is that some of the control mechanism that could be put in place to curb mismanagement of resources include use of management committees, comprising of community representatives who have demonstrated integrity and good stewardship of community resources in the past. Second, he continues, it is advisable to hold regular open forums with both the community and the leadership, in order to share progress on funds raised and the way in which such funds have been utilized to accomplish their original purpose.

Really, all those who give their resources have expectations from their beneficiaries. They expect the organization or the individual receiving the money or gift to use it efficiently and for the purpose for which it was given. Finally, any donor expects, at the very least, gratitude for what has been given. (Kiiru, 2010).

Management is crucial to successfully mobilizing available resources in a community. For external donor funding, it is a bit difficult to make sure that the mobilized resources are properly used; but for local community members it is easier to discover the truth as they see what is happening and hear what is said about the resources they gave to the organization or institution. Gratitude is not limited to saying “thank you” to the donor; but it makes more sense when they see the impact or results of their donation, contribution or support.

In addition to the recruitment of new donors, financial reporting and accountability is a key to retain donors already recruited and get them to increase the frequency or the amount of their donations (International Development Research Center, 2013, June). Fundraisers have an obligation to make sure that funds donated to specific causes or programs are only used for those programs. Betraying that trust is a costly mistake that fundraisers cannot allow because it is much simpler to have a donor renew their gifts to an organization than for the same fundraiser to go out into the community and find new donors (Waters, 2011).

For an effective and sustainable local resource mobilization, the organization should play well its role as a steward. Shazeeda (2012) puts it clearly by saying a steward is like a caretaker, he has a responsibility to take care of property owned by another. He has no legal claim to the property but works on behalf of the property owner. A good steward is someone who cares for the property as if it were his own. When partners realize that their resources are managed well they will keep their commitment to the organization. Shazeed (2012) says that Overall, stewardship is an ethic that embodies the careful and responsible management of the property entrusted to one's care. Stewardship is characterized by trust, confidence and goodwill. It involves diligence, purpose of duty and a commitment to uphold the law. It suggests that one is: DEAR: Diligent, dutiful. Ethical, efficient; Accountable; and Respectful, responsible.

#### **2.4.5. Reporting Procedures**

Accountability is not limited to good use of resources but also reporting to supporters how the resources they gave were used. Reporting is crucial for resources mobilization. No one wants to waste their efforts and resources. In Luke 17:12-19 we read the account of Jesus healing ten lepers. After being cleansed from their leprosy,

one of them came to report back to Jesus the achievement, which is the cleansing from leprosy for which they asked help. Jesus was astonished to see only one out of the ten came back to report – to thank him. It does not mean that the other nine were not healed but the problem was after they were cleansed of their leprosy they did not report back. The same principle is required of organizations or institutions in order to keep long-term relationships with and contributions from their partners.

Organizations need to keep its publics informed about developments on issues for which support was sought. For example, a nonprofit organization that solicited for donations to improve community parks has an obligation to let donors who supported that program know how the park was improved. Organizations can demonstrate their accountability by providing open, accurate information to their publics (Waters, 2011).

Reporting to people who have supported the organization's aims or activities is a way of appreciating their contribution. Chikati (2009) emphasizes saying "never, ever show a lack of gratitude for a gift, whatever its size...Let the donor know how important the gift is." Most of organizations are tempted to report to external donors only and tend to minimize doing so to the community members who have supported their work.

#### **2.4.6. Marketing Strategies**

According to the American Marketing Association (AMA) Board of Directors, marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Chikati (2011) says that your public image is your key tool for marketing or promoting the organization, whether it is to large or small donors, clients, members or potential members or private individuals looking



for somewhere they can do some good. Organizational research has indicated that an organization's behavior, whether intentional or accidental, can damage the relationship with stakeholders (Hung, 2002). Therefore, nonprofit organizations cannot simply maintain relationships with their donors, but they should also work to restore relationships that may have been damaged based on past organizational behavior (Waters, 2011). Chikati suggests some ways of creating a positive public image for an organization. He says that the organization should have a vision and mission which the organization can "sell" to the various target groups that might support, and have a clear strategy, one that people can understand. He says for an organization to create a positive public image, it should not compromise on values, the organization should know its environment and where its support might come from, the organization should know its supporters well, making information about the organization available in easy-to-access formats, and making sure that all staff members understand how important their roles is in winning support for the work of the organization.

Kiiru (2010) comes up with values that a Christian marketing must yield, namely integrity and accountability, discipline and commitment, faith and creativity, quality and excellence, love for the neighbor and the fruit of the Spirit presented in Gal. 5:22 ought to be the real outcome in Christian business. He gives us elements the following critical elements to the success of marketing: customer orientation (the needs and aspirations of the customer guide in the design and production of appropriate products and services), aiming for quality products, a price that people can afford, accessibility of the product, making the product known, and assessing progress and results. Burnett (2008) says that the specific role of marketing is to provide assistance in identifying, satisfying, and retaining customers. The purpose of

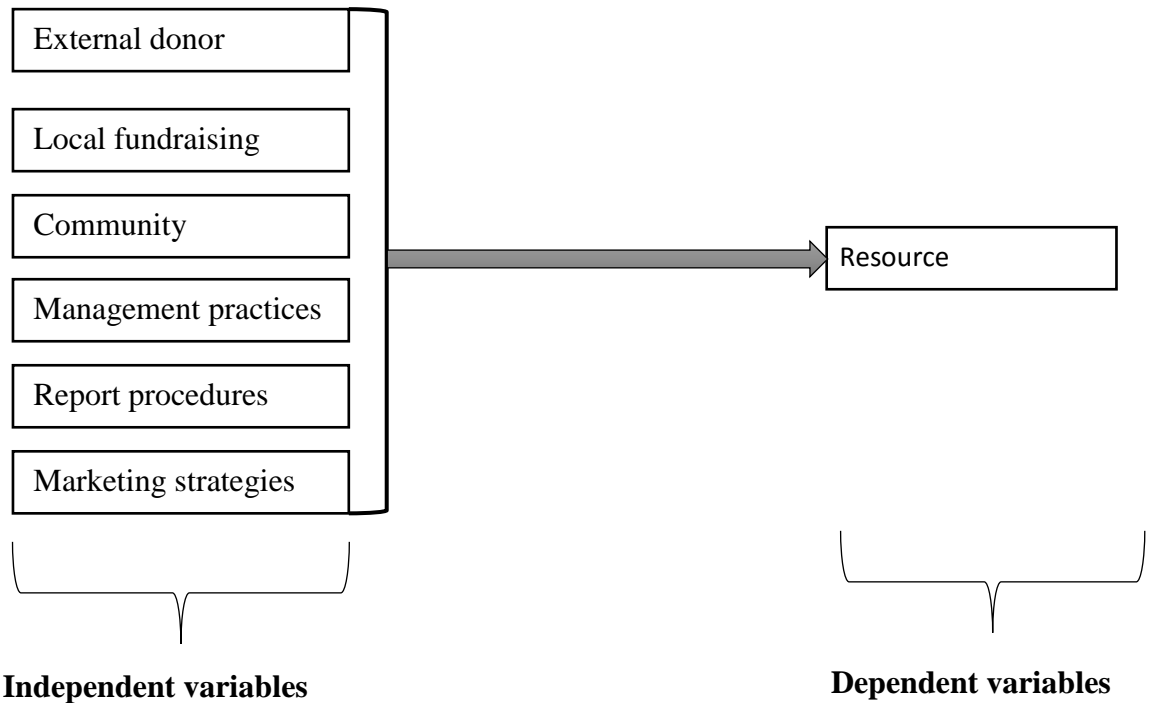
marketing is to help find and keep customers by creating a competitive advantage. Burnett continues arguing that what makes the existence of any organization possible is that there are a significant number of people who need the product or service offered by that organization. As soon as that group becomes too small, or the need no longer exists, or some other organization can satisfy that need better, the organization will be eliminated.

### 1.13. Literature Review Summary

This part covered theoretical and empirical literature review. There are many theories which support our variables, but four theories are selected for the purpose of this work. The first theory is theory of donor cultivation which encourages to explore, learn, ask and keep relationship with the donor. The second theory is the theory of impact philanthropy which encourages to discover first the donor interest before the asking to avoid disappointment. The third theory is communication theory which reminds us on how communicating with the donor develops relationship longevity. The fourth theory is stewardship theory which shifts our attention from selfish ambitions to the organization goals and interests. The organization has to behave as steward of the donor.

### 1.14. Conceptual Framework

This work is frame-worked in six independent variables and one dependent variable.

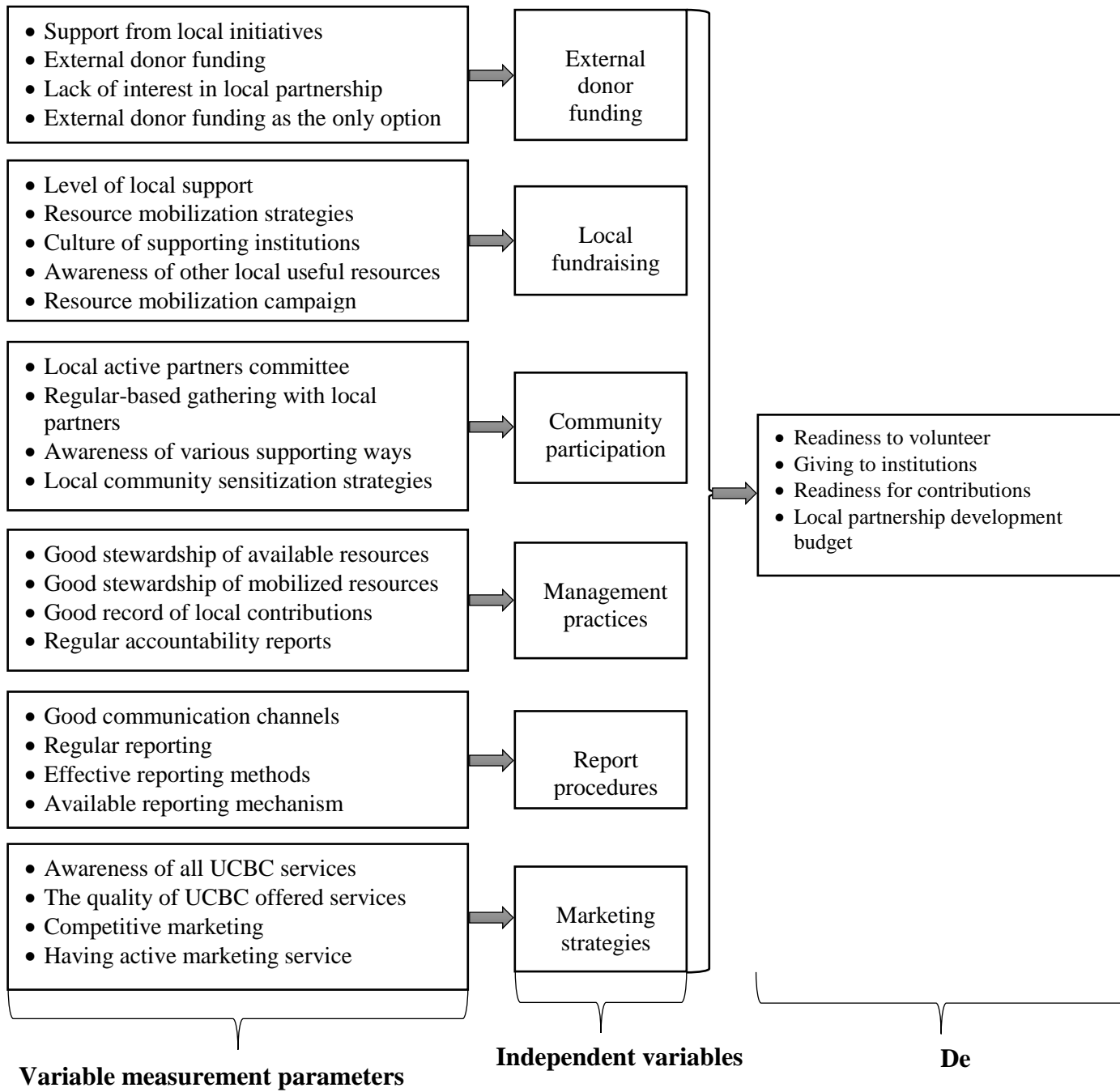


**Figure 2.2: Conception Framework**

In Figure 2.2 we read that the independent variables (external donor funding, local fundraising, community participation, management practices, report procedures and marketing strategies) affect the dependent variable (resource mobilization).

### 1.15. Operationalization of Variables

Research requires data, which is then analyzed in order to reach particular conclusions. To get this data, the researcher needs to choose the right kind of measurement in order to get data that will be valid and reliable (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). Figure 2.3 portrays operationalization of variables and variable measurement parameters of the study.



*Figure 2.3 Operationalization Framework*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **2.1. Introduction**

This chapter set out various stages and phases in completing the study. It discusses the following sub-headings: the research design, target population and sampling design, data collection instruments, data collection procedures and data analysis procedures.

#### **2.2. Research Design**

The research design provides the structure of the research and links all of the elements of the research together. A study design is the researcher's plan of action for answering the research questions (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). A research design serves two important functions: (1) to detail the procedures for undertaking a study; and (2) to ensure that, in the case of causality, the independent variable has the maximum opportunity to have its effect on the dependent variable (Kumar, 2011).

In conducting this study, mixed methods research were used. Mixed methods research is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. Thus, It is more than simply collecting and analyzing both kinds of data; it also involves the use

of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell, 2009). The reason why mixed methods was used is that the work is qualitative by itself; but the researcher used quantitative methods to process data analysis.

### 2.3. Target Population and Sampling Design

A target/study population is the totality of units from the population that the researcher has access to (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). As this study talks about local resource mobilization, it refers to Beni population. Yet, studying the entire population of Beni, as related to their contribution to UCBC, would require a huge amount of resources – human, material, financial and time. Thus, the target population was categorized as follow: churches pastors, business men and women, managers in public services, chief executive officers or managers in companies, UCBC teaching and administrative staff, UCBC 4<sup>th</sup> year students, and UCBC Alumni; all of these who are currently in Beni. Table 3.1 shows the target population:

***Table 3.1: Target Population Design***

<b>Target Population</b>	<b>Number</b>	<b>%</b>
Churches pastors	70	13.75
Businessmen/women	100	19.65
Manegers in Public Services	15	2.947
Chief executive officers or managers in companies	20	3.929
UCBC teaching and administrative staff	68	13.36
UCBC 4th year students	86	16.9
UCBC Alumni who are currently in Beni	150	29.47
<b>Total</b>	<b>509</b>	<b>100</b>

#### 2.4. Sampling procedure

A sampling procedure is the method or technique that the researcher uses to pick the sample population. It is a key procedure in conducting research. This is because, for the most part, it is important to conduct study on all the members of a particular study population. In some instances, the sample is required to be highly representative. In other instances, the need for representativeness may not be as high, and non-random sampling can be used. (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015).

In order to conduct this study, stratified random sampling was used where the researcher “attempt to stratify the population in such a way that the population within a stratum is homogeneous with respect to the characteristic on the basis of which it is being stratified” (Kumar, 2011).

Considering some target population, using stratified sampling procedure might not have been much helpful to get appropriate data needed for this study, purposive sampling was combined with stratified sampling; of which, as stated by Kumar (2011) can provide the best information to achieve the objectives of your study. The researcher went only to those people who in his opinion are likely to have the required information and willing to share it with him. The reason why using this sampling procedure was that not all target population will have all the required needed information affecting, thus, the results of this research.

As far as sample size is concerned, says Oladipo (2015), one ends up with can range from anywhere close to 70% for a small population to less than 1% for very large populations. In this study, for stratified sampling, fifteen percent of the population was selected and for purposive sample seventy percent of the population was selected. One main criterion was set in order to select a respondent: to be one of

local partners or contributor of UCBC, The sample size is shown in the sampling design bellow:

**Table 3.2: Sampling Design**

<b>Target Population</b>	<b>Number</b>	<b>%</b>	<b>Sample</b>
Churches pastors	70	13.7525	10
Businessmen/women	100	19.6464	15
Manegers in Public Services	15	2.94695	10
Chief executive officers or managers in companies	20	3.92927	14
UCBC teaching and administrative staff	68	13.3595	10
UCBC 4th year students	86	16.8959	13
UCBC Alumni who are currently in Beni	150	29.4695	23
<b>Total</b>	<b>509</b>	<b>100</b>	<b>95</b>

## 2.5. Data Collection Instruments

The choice of the data collection instrument that the researcher makes has a lot of bearing on the kind of information collected, its appropriateness for the study as well as the validity and reliability of the findings (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). When conducting this study, structured questionnaire method was used; which involves the preparation and administration of a list of well thought-out and logically arranged questions (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). The data was collected using survey questionnaire predominantly structured with closed-ended questions, matrix questions (with Likert scale of 5). For higher response rate and better response to questions, self-administered questionnaire was used where the researcher personally handed out the questionnaire to the respondents. For a very small number of respondents, the researcher was assisted by two people who helped him to take the questionnaire to the respondents and get them back.



## 2.6. Data Collection Procedures

Respondents were contacted individually on telephone by the researcher to ask their availability so that the researcher administers the questionnaire. Once they confirmed, the first thing was explaining the purpose of the research – though mentioned already on the questionnaire instruction section. The respondents had two options: if they were willing and available to fill in the questionnaire, the researcher would wait but if they don't have that time they were asked when the researcher can come back to collect the filled in questionnaire.

## 2.7. Data Analysis Method

Confirmatory Factor Analysis was used to analyze the data. Confirmatory factory analysis attempts to confirm hypotheses and uses path analysis diagrams to represent variables and factors(Yong & Pearce, 2013). Multiple linear regression was used; which allows to examine how multiple independent variables are related to a dependent variable.  $Y=X_1+X_2+X_3+X_4+X_5+X_6 \dots e$  (e stands for erratum which captures the variables which were not captured by the study but were relevant).

Where RM is the dependent variable (resource mobilization) while X1 (ED) is external donor funding, X2 (LF) is Local Fundraising, X3 (CP) is Community Participation, X4 (MP) is Management Practices, X5 (RP) is Report Procedures, and X6 (MS) is Marketing Strategies.

## 2.8. Reliability and Validity of Research Instrument

This study was tested by piloting 4 questionnaires to respondents who were not captured in the sample size. After the pilot, the researcher adjusted the questionnaire according to the feedback of the pilot group. This adjustment consisted

of reformulating some questions for more clarity and removing 2 questions which seemed to be irrelevant to the research purpose.

## 2.9. Research ethical issues

When choosing data collection methods and developing the instruments, it is imperative for the researcher to take into account the wellbeing of the respondents and conduct the data collection in an ethical manner (Oladipo, Ikamari, Kiplang'at, & Barasa, 2015). Ethical issues in research can be looked at as they relate to research participants, researchers and sponsoring organizations (Kumar, 2011).

Before collecting data, a letter from UCBC leadership team was needed to allow the researcher collect data as the research concerns UCBC. While conducting this study, the participants were informed that they are being used to provide data in a study. They were also given freedom whether to provide information or not. Having gotten the information from the respondent, confidentiality relating to the data provided was highly respected. The reputation of UCBC as an institution was taken in consideration. So, the researcher assured the respondents that the data collected will be used only for the purpose of the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS**

#### **3.1. Introduction**

This chapter presents the data findings on an assessment of strategies used on resources mobilization, case of the Université Chrétienne Bilingue du Congo (UCBC)/Christian Bilingual University of Congo.

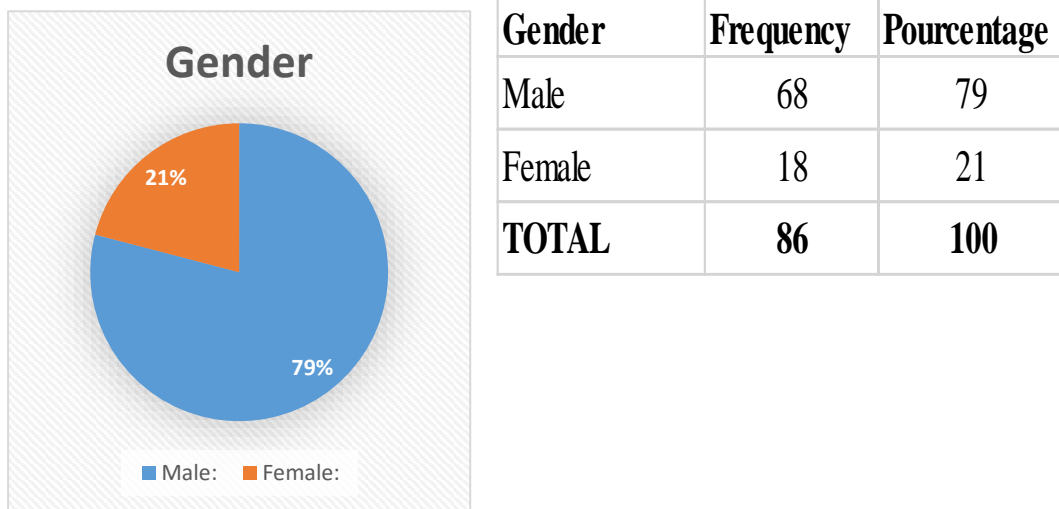
#### **3.2. Response Rate**

##### **4.2.1 Demographic Characteristics of the Respondents**

The demographic characteristics of the respondents were sought to establish their competence in answering the questions. The respondents were requested to indicate their gender, age group and whether they have attended at least once any resource mobilization event organized by UCBC.

##### **4.2.2 Distribution of the Respondents by Gender**

In this study the respondents sampled comprised both male and female. So, the respondents were requested to indicate their gender by ticking on the spaces provided in the questionnaire. Table 4.1 shows the distribution of the respondents by gender.

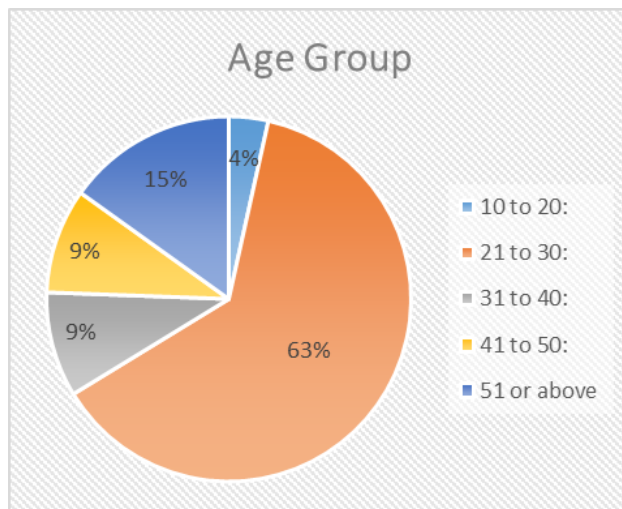
**Table 4.1: Gender of the Respondents****Figure 4.1 Gender of the Respondents**

The study finding in Table 4.1 show that a majority of the respondents (79%) were male while 21% were female.

#### **4.2.3 Distribution of Respondents by Age**

It important to know the age range of UCBC local partners as it plays a big role on productivity affecting thus their contribution to UCBC. Table 4.2 shows the results of the findings on the age group of the respondents.

**Table 4.2: Age Group of the Respondents**



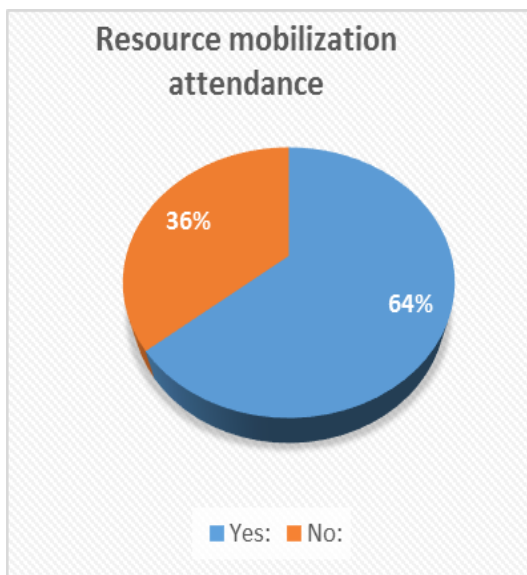
Age in years	Frequency	Percentage
10 to 20	3	4
21 to 30	54	63
31 to 40	8	9
41 to 50	8	9
51 or above	13	15
<b>Total</b>	<b>86</b>	<b>100</b>

**Figure 4.2: Age Group of the Respondents**

The study findings in Table 4.2 indicate that a majority of the respondents (63%) were aged between 21 and 30 years followed by 15% of the respondents aged 51 years and above. The proportion of respondents aged between 41 and 30 years was 9% and others aged between 31 and 40 was 9% while 4% were aged between 10 and 20 years. From these findings it can be deduced that majority of UCBC local partners were middle aged which is a strength for local resource mobilization.

#### **4.2.4 Attending UCBC Local Resource Mobilization Event**

For a better result, it was important to know whether the respondents have attended at least once a resource mobilization event organized by UCBC. Table 4.3 presents the results on this question.



**Table 4.3: Attended Resource Mobilization Event**

Response	Frequency	Percentage
Yes	55	64
No	31	36
<b>TOTAL</b>	<b>86</b>	<b>100</b>

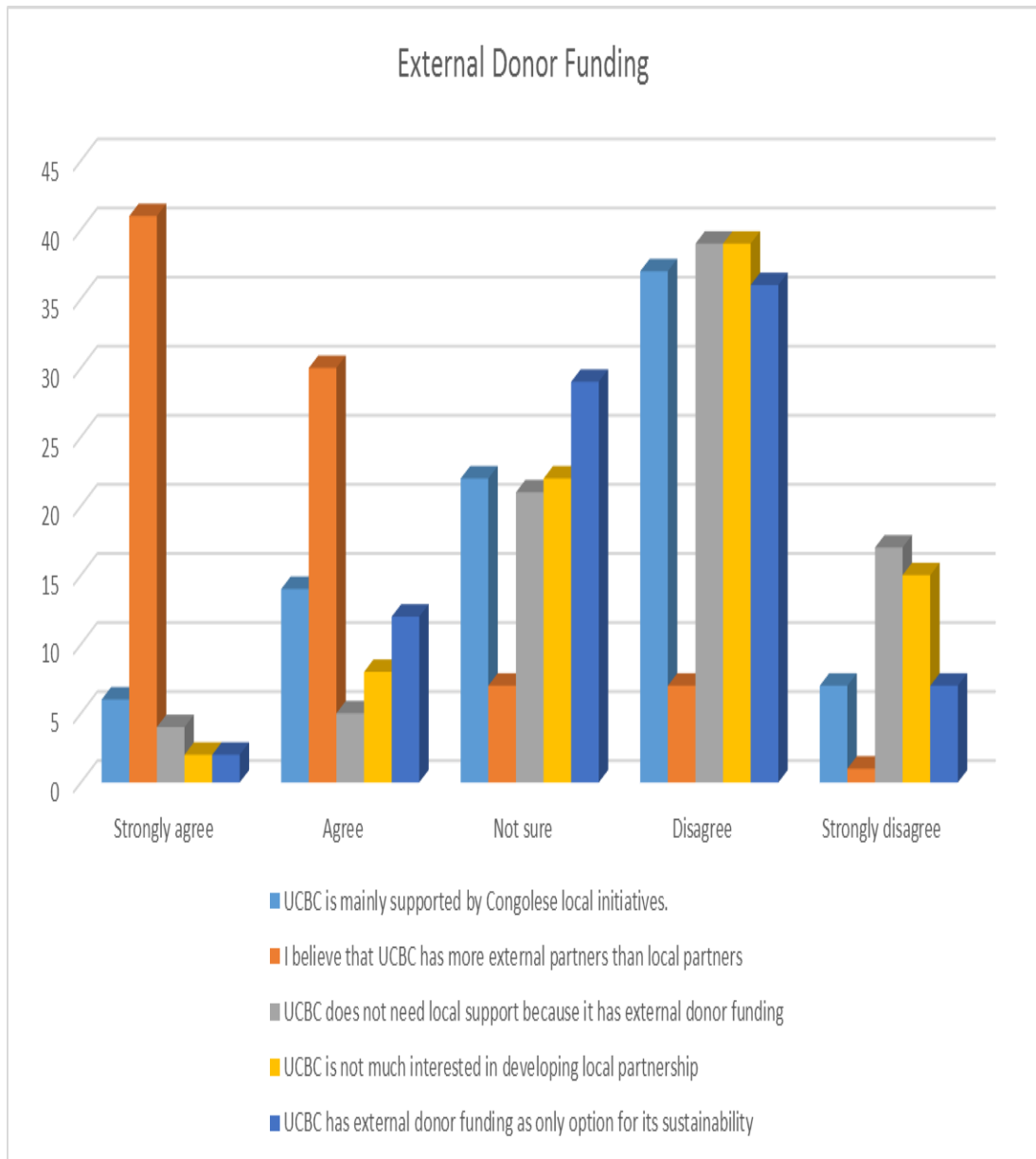
**Figure 4.1 Attended Resource Mobilization**

The study findings in Table 4.3 indicate that the majority of respondents representing 64% attended at least once resource mobilization event organized by UCBC while 36% have never attended any such event. From these findings, it can be concluded that UCBC does not regularly organize resource mobilization events, giving thus the local partners a larger opportunity to contribute to its growth.

### 3.3. Response Per Objective

When conducting this study 96 people were asked to complete the questionnaire. Out of the 96 sample size, 86 completed the questionnaire corresponding to 89.6% which is representative of the target population.

Objective 1: To find out whether external donor funding affects resource mobilization at UCBC

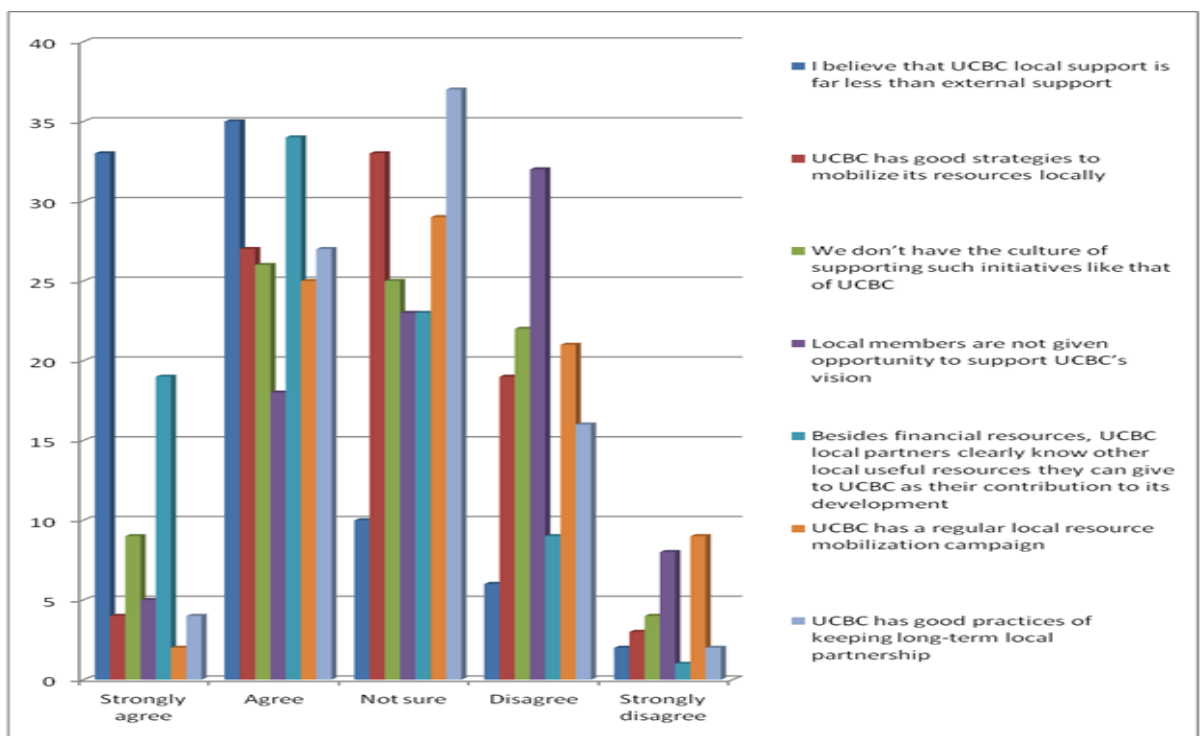


**Figure 4.3: Response rate on External donor funding**

The study findings in Figure 4.4 show that the majority of the respondent strongly agree that UCBC has more external partners than local partners. The respondents disagree with the statement that UCBC does not need local support because it has external donor funding. They also disagree that UCBC has only one

option of relying on external donor funding for its sustainability. In conclusion, the respondents know that UCBC focuses more on external partners than local partners. They also believe that UCBC needs to develop local partnership for its sustainability and UCBC does not need to rely only on external donor funding but considering local resources. However, the respondents have noticed a will from UCBC to develop local partnership but the concentration on that development has been very low.

Objective 2. To identify if local fundraising affects resource mobilization at UCBC.



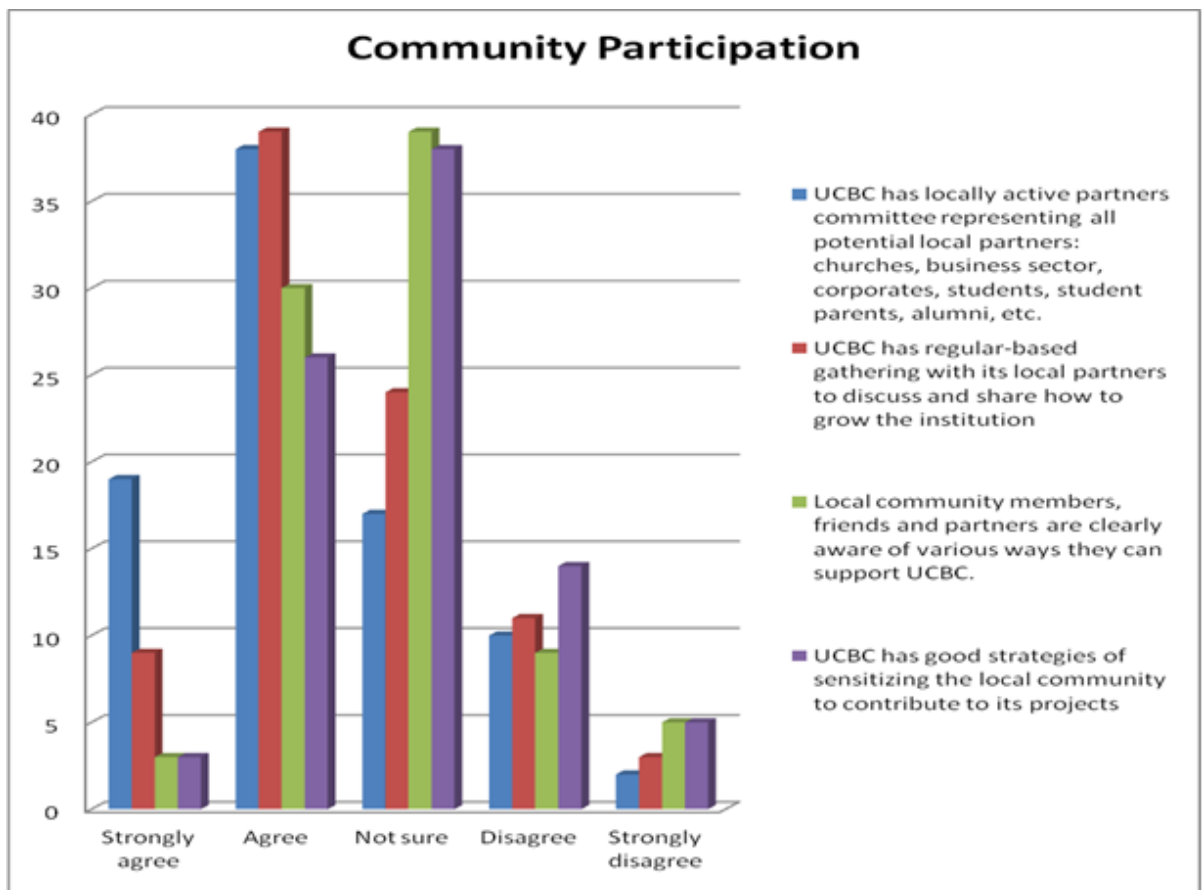
**Figure 4.4: Response rate on local fundraising**

The study findings on Figure 4.5 indicate a high rate of responses agreeing that UCBC local support is far less than external support. A big majority of respondents is aware of other ways of supporting UCBC beside financial contributions. The respondents, being selected as UCBC local partners, the majority are not sure whether UCBC has good practices of keeping long-term local



partnership. They are not also sure of whether UCBC has good strategies to mobilize local resources. In addition, as local partners, they don't know if UCBC has a regular local resource mobilization campaign. However, they disagree that they are not given an opportunity to support UCBC vision. These findings clearly indicate that UCBC does give the opportunity to local partners but that opportunity is not on a regular basis. The findings prove that the local partners are willing to support UCBC vision and they are aware of how to support.

Objective 3. To investigate whether community participation affects resource mobilization at UCBC

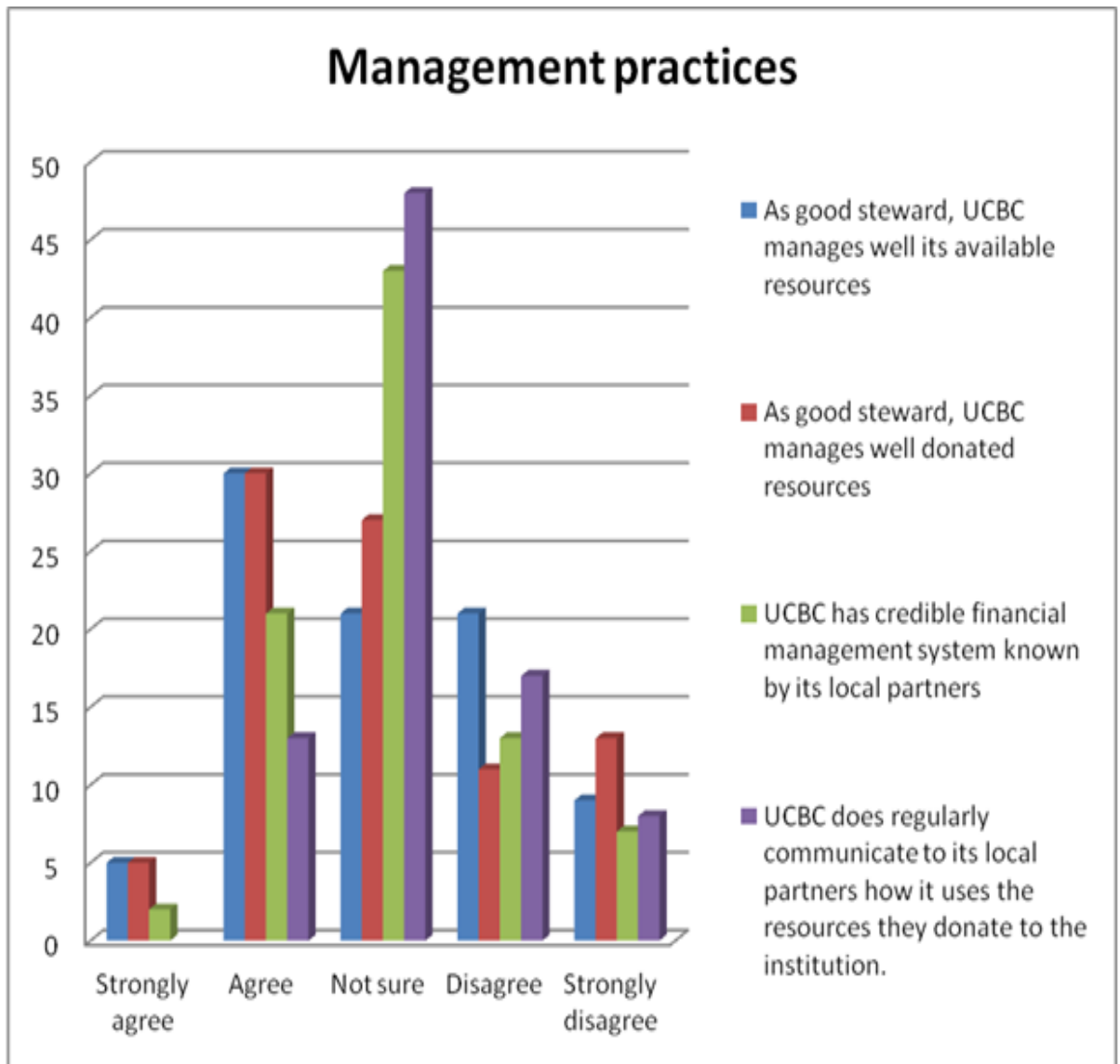


**Figure 4.5: Response rate on community participation**

The study findings in Figure 4.6 show that UCBC has local partners committee representing all potential local partners. The findings show that UCBC has

regular-based gathering with its local partners to discuss and share how to grow the institution. The findings also show that the majority of the respondents are not sure whether local community members, are clearly aware of various ways they can support UCBC; and they are not sure if UCBC has good strategies of sensitizing the local community to contribute to its projects. It is important to note that in the previous variable, the respondents confirmed that they are aware of the different ways they can support UCBC but this time, the same respondents say they are not sure if other community members are aware of the various ways they can support UCBC. In other words, this indicates that few members of Beni community are involved in supporting UCBC vision but not the majority of Beni community members. For instance, UCBC can ask church leaders, who were part of the respondents, to support its projects or UCBC can invite them to a resource mobilization event, but not church members.

Objective 4. To determine whether management practices affects resource mobilization at UCBC

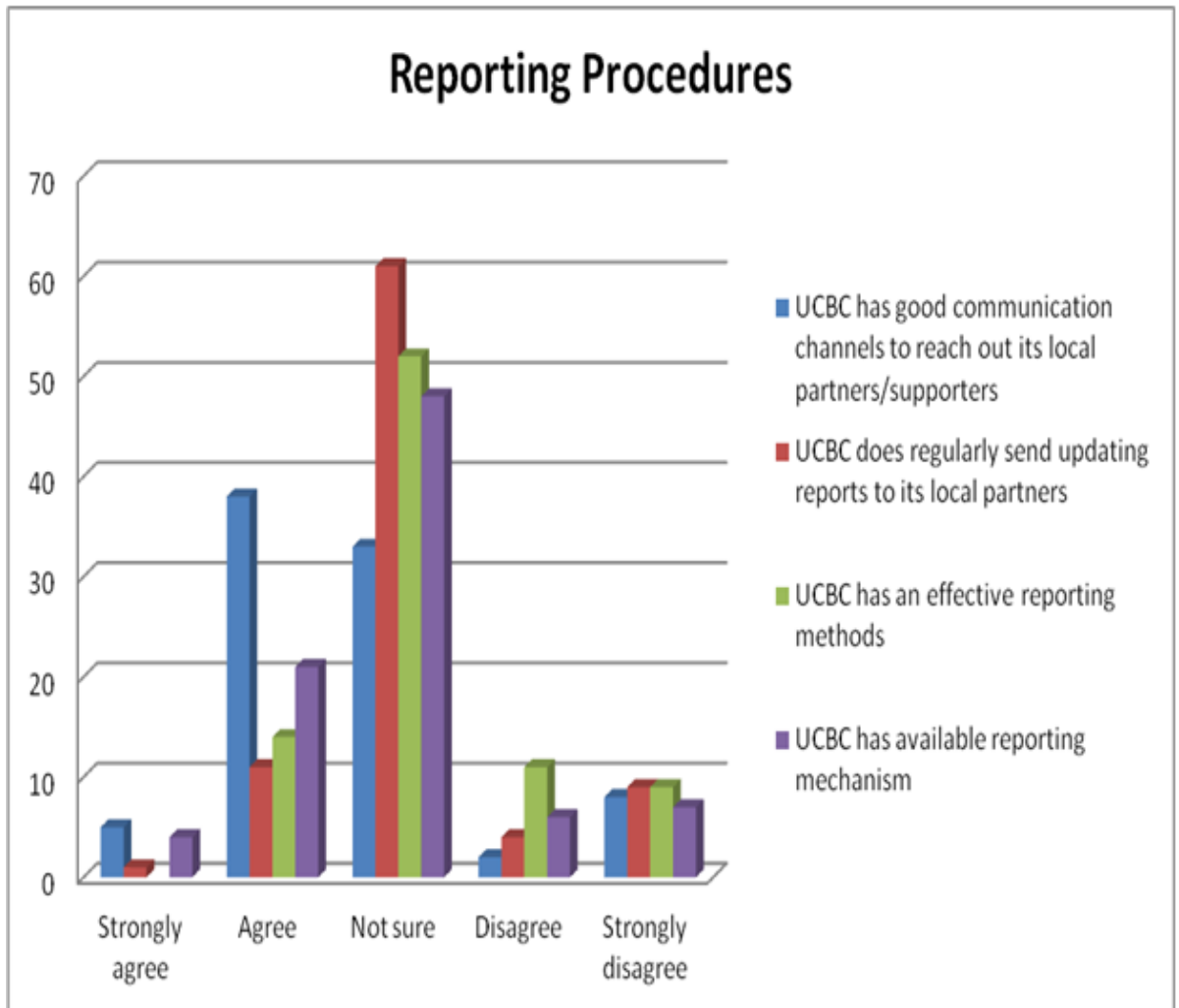


**Figure 4.6: Response rate on management practices**

The findings in Figure 4.7 argue that the respondent agree that as good steward, UCBC manages well its available and donated resources. On the other hand, the respondents being UCBC local partners, the majority is not sure if UCBC does regularly communicate to its local partners how it uses the resources they donate to the institution (UCBC). The respondents attested that they are not sure whether

UCBC has credible financial management system. The findings indicate that there is a communication gap between UCBC and the local partners as regard to UCBC management practices.

Objective 5. To verify whether reporting procedures affect resource mobilization at UCBC

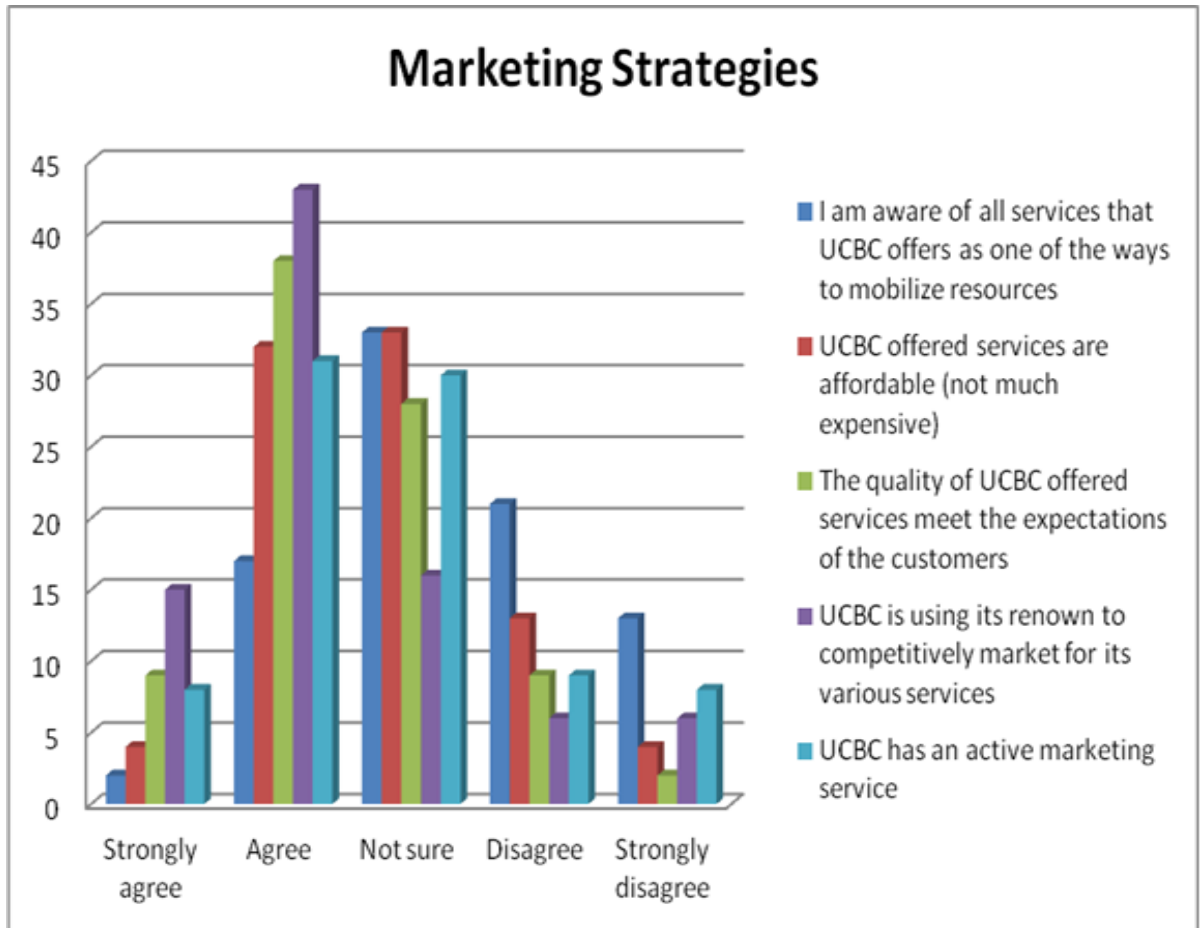


**Figure 4.7: Response rate on reporting procedures**

The research findings in Figure 4.8 demonstrate that a less than forty respondents agree that UCBC has good communication channels to reach out its local partners; while the majority of the respondents (60 out of 86) were not sure if UCBC does regularly send updating reports to its local partners. Another majority is not sure whether UCBC has an effective reporting methods and available reporting

mechanism. Based on these findings, it is clear that local partners don't have any updates mechanisms from UCBC, which is generally critical in partnership.

Objective 6. To examine whether marketing strategies affect resource mobilization at UCBC



**Figure 4.8: Response rate on marketing strategies**

The study results in Figure 4.9 attest that the majority of respondents who are aware of the various services that UCBC offers agrees that UCBC is using its renown to competitively market for its various services. They also agree that the quality of UCBC offered services meet the expectations of the customers. The results also reveal that UCBC offered services are affordable and that UCBC has an active marketing service. Besides that, a good number of local partners are not sure whether they are

aware of all services that UCBC offers as one of the ways to mobilize local resources. They are not also sure if UCBC services are affordable again they are not sure if the quality of UCBC services meet the expectations of the customers. Another good number of respondents are not sure if UCBC has good marketing strategies. A minority, which is not to be neglected, confirm that they are not aware of all services offered by UCBC as a way of its local resource mobilization. If they are not aware of the services, they do not know if the services are affordable and satisfying; and finally they disagree that UCBC has good marketing strategies.

### 3.4. Reliability Test

The results of reliability analysis are shown in Table 4.4

**Table 4.4: Reliability Statistics**

#### Reliability Statistics

Alpha	No. of Items
.914	33

Output of reliability test of Cronbach's Alpha 0.914 obtained can be concluded that the research instrument is reliable and valid at 91.4%. That means the study variables failed to capture only 8.6%. According to Santos and Reynolds (1999), who established the alpha value threshold at 0.7, this is acceptable.

### 3.5. Descriptive Statistics

#### 4.5.1. Effect of External Donor Funding on Resource Mobilization at UCBC

**Table 4.5: Descriptive statistics of external donor funding**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
External donor funding	82	1	5	3.154	1.004

The study had 82 observations. The results show that the mean that is required to influence a resource mobilization is 3.154 and the standard deviation was 1.004.

With normal data, most of the observations are spread within 3 standard deviations on each side of the mean.

#### 4.5.2. Effect of local fundraising on resource mobilization at UCBC

*Table 4. 6: Descriptive statistics of local fundraising*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Local Fundraising					
Valid N (listwise)	76	1	5	2.71	1.01

The study had 79 observations. The findings show that the mean that is required to influence a resource mobilization is 2.71 and the standard deviation was 1.01. With normal data, most of the observations are spread within 2 standard deviations on each side of the mean.

#### 4.5.3. Effect of Community Participation on Resource Mobilization at UCBC

*Table 4.7: Descriptive statistics of community participation*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Community participation					
Valid N (listwise)	80	1	5	2.625	0.985

The study had 80 observations. The results show that the mean that is required to influence a resource mobilization is 2.625 and the standard deviation was 0.985.

With normal data, most of the observations are spread within 2 standard deviations on each side of the mean.

#### 4.5.4. Effect of Management Practices on Resource Mobilization at UCBC

*Table 4.8: Descriptive statistics of management practices*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Management strategies		1	5	3.0425	1.034
Valid N (listwise)	79				

The study had 79 observations. The data show that the mean that is required to influence a resource mobilization is 3.0425 and the standard deviation was 1.034. With normal data, most of the observations are spread within 3 standard deviations on each side of the mean.

#### 4.5.5. Effect of Reporting Procedures on Resource Mobilization at UCBC

*Table 4.9: Descriptive statistics of reporting procedures*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Reporting procedures	79	1	5	2.92	0.9225
Valid N (listwise)					

The study had 79 observations. The results show that the mean that is required to influence a resource mobilization is 2.92 and the standard deviation was 0.9225. With normal data, most of the observations are spread within 3 standard deviations on each side of the mean.

#### 4.5.6. Effect of Marketing Strategies on Resource Mobilization at UCBC

*Table 4.10: Descriptive statistics of marketing strategies*

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Marketing services					
Valid N (listwise)	80	1	5	2.686	1.0314



The study had 80 observations. The findings show that the mean that is required to influence a resource mobilization is 2.686 and the standard deviation was 1.0314. With normal data, most of the observations are spread within 2 standard deviations on each side of the mean.

### 3.6. Analysis of Variance (ANOVA)

**Table 4.11: ANOVA Results**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	15.419	4	3.855	3.611	.009
Within Groups	84.331	79	1.067		
<b>Total</b>	<b>99.750</b>	<b>83</b>			

The P Value of 0.009 is below the significance level of 0.05. This means there is correlation between independent variables (external donor funding, local fundraising, community participation, management practices, report procedures and marketing strategies) and dependent variable (resource mobilization).

#### 4.6.1 Linear Multiple Regression Analysis

**Table 4.12: Linear Multiple Regression Analysis**

Dependent Variable: Resource Mobilization

Method: Least Squares

Included observations: 86

Variable	Coefficient	Std. Error	t-Statistic	Prob.
X6 Marketing Strategies (MS)	0.176017	0.085581	2.056723	0.0430
X5 Report Procedures (RP)	0.196912	0.138880	1.417856	0.1602
X4 Management Practices (MP)	0.343077	0.106171	3.231370	0.0018
X3 Community Participation (CP)	0.342859	0.106873	3.208095	0.0019
X2 Local Fundraising (LF)	0.113312	0.064935	1.745017	0.0849
X1 External Donor Funding (ED)	-0.150846	0.095603	-1.577834	0.1186
Constant	5.295094	2.064156	2.565259	0.0122

Based on the regression model results in Table 4.13, the researcher developed the following model:  $Y=X_1+X_2+X_3+X_4+X_5+X_6 \dots e$

Where RM is the dependent variable (resource mobilization) while X1 (ED) is external donor funding, X2 (LF) is Local Fundraising, X3 (CP) is Community Participation, X4 (MP) is Management Practices, X5 (RP) is Report Procedures, and X6 (MS) is Marketing Strategies.

$RM=5.295-0.150 ED + 0.113LF + 0.342CP + 0.343MP + 0.196RP + 0.176MS$ . According to regression model, constant was significant (p-value 0.0122) this shows that all variables (external donor finding, local fundraising, community participation, management practices, report procedures and marketing strategies) under study were relevant and related to each other. Farther, the findings show external donor funding was negative and insignificantly (p-value 0.1186) related to resource mobilization. In addition, local fundraising was positive and significantly (p-

value 0.0849) related to resource mobilization. Community participation was positive and significantly (p-value 0.0019) related to resource mobilization. Further, management practices were positive and significantly (p-value 0.0018) related to resource mobilization. The results show that report procedure was positive and insignificantly (p-value 0.1602) to resource mobilization. Finally, the results indicate that marketing strategies were positive and significantly positive (p-value 0.0430) related to resource mobilization.

### 3.7. Discussion of the Study Findings

The study established external donor funding insignificantly influence resource mobilization at UCBC. A high rate of respondents believe that UCBC has more external partners than local partners, but that does not influence local resource mobilization.

The study established that local fundraising highly influence resource mobilization at UCBC. The respondents agreed that UCBC local support is far less than external support. This result is supported by Kiiru (2016) who say that there are creative strategies that need to be put in place in order to assist in the process toward self-reliance, through mobilizing and development of locally available resources.

The study established that community participation highly influence resource mobilization at UCBC. The study indicates that a good number of local partners are not clearly aware of various ways they can support UCBC. Joseph Rowntree Foundation's research which demonstrates that for an organization to involve communities in partnerships it has to create partnership structures that work for local communities. Another study conducted by Warnier, Weppe, & Xavier Lecoock, (2013) supports this result where the authors propose shifting the focus of resource-based theory from the study of strategic resources alone in order to consider other types as

well: ordinary and junk resources. Such an approach involves significant implications for strategic management theory and management practices.

The study established that management practices highly influence resource mobilization at UCBC. The study shows that local partners don't know whether UCBC has credible financial management system and they are not sure if UCBC does regularly communicate to its local partners how it uses the resources they donate. A research conducted by Okorley and Nkrumah (2012) concludes that that the survival of local NGOs ... can be improved if they are able to develop and implement need-based and demand-driven programs, supported by good leadership, transparency, accountability, and commitment to meet felt and expressed needs of beneficiaries". In line with these findings, Kiiru (2010) says that it is important to ensure that these funds (or resources) are utilized for the purpose for which they were collected. This may mean having better mechanisms of control, as well as having accountable leaders taking responsibility over these funds on behalf of the community.

The study established that report procedures do influence resource mobilization at UCBC though not much. In other words, whether or not UCBC sends regularly updating reports to its local partners, UCBC has an effective reporting methods, UCBC has available reporting mechanism, etc. this does not affect much resource mobilization.

The study established that marketing strategies highly influence resource mobilization at UCBC. The research indicates that the majority of local community members are not clearly aware of all the services that UCBC offers, as a way of its local fundraising process. Kiiru (2010) says that the success of marketing is based on customer orientation (the needs and aspirations of the customer guide in the design and production of appropriate products and services), aiming for quality products, a

price that people can afford, accessibility of the product, making the product known, and assessing progress and results. Burnett (2008) says the specific role of marketing is to provide assistance in identifying, satisfying, and retaining customers.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### 4.1. Introduction

This chapter presents a summary of the study findings, conclusions and recommendations. The findings are summarized in line with the objective of the study which was to assess the strategies UCBC uses for local resources mobilization.

#### 4.2. Summary of Findings

The following is the summary of the study findings. According to regression model, constant was significant (p-value 0.0122) this shows that all variables (external donor finding, local fundraising, community participation, management practices, report procedures and marketing strategies) under study were relevant and related to each other. Further, the findings show external donor funding was negative and insignificantly (p-value 0.1186) related to resource mobilization. In addition, local fundraising was positive and significantly (p-value 0.0849) related to resource mobilization. Community participation was positive and significantly (p-value 0.0019) related to resource mobilization. Further, management practices were positive and significantly (p-value 0.0018) related to resource mobilization. The results show that report procedure was positive and insignificantly (p-value 0.1602) to resource mobilization. Finally, the results indicate that marketing strategies were positive and significantly positive (p-value 0.0430) related to resource mobilization.

#### 4.3. Conclusion

The study concludes that local resource mobilization at UCBC is highly influenced by local fundraising, community participation, management practices and marketing strategies; while report procedures have a certain level of influence on local resource mobilization at UCBC. Finally External donor funding does not have any influence on local resource mobilization at UCBC.

#### 4.4. Recommendations

The results showed that local fundraising highly influence local resource mobilization. UCBC management committee should take in consideration developing long-term local partnership. Local partners should not feel left out and contacted just when UCBC needs their supports. One of the ways to develop this long-term relationship can be having meetings on regular basis to exchange and hearing their opinions and ideas about how they can contribute to the growth of UCBC. This relationship builds trust and ownership. In addition, in order to develop that long-term local partnership, UCBC should have an annual budget for local partnership development. UCBC should not improvise unbudgeted events for local partnership or local resource mobilization events.

The findings proved that community participation plays a key role in local resource mobilization. This study suggests that UCBC should work hand in hand with the committee which represents all potential local partners. In addition, UCBC should not consider partnering only with the different leaders but involve Beni community members at large. For instance, after contacting church leaders, UCBC should talk to church members to help them get involved in the growth of their university. Involving Beni community members at large increases the possibility of grassroots population ownership, commitment and involvement for UCBC growth.

The study indicates that marketing strategies significantly influence local resource mobilization at UCBC. The management committee of UCBC should consider dissociating public relation officer's responsibilities from marketing officer. In other words, UCBC should have a marketing officer. This will help UCBC to develop well its local partnership and local resource mobilization. Have these roles separately will increase the income level of the various services that UCBC offers to the community as ways of local fundraising.

The research has indicated that management practices play a big role on UCBC local resource mobilization. UCBC management committee should consider promoting accountability to the local partners through regularly communicating to them how it uses the resources they donate to the university. In addition, the donated resources should be utilized for the purpose of which they were donated. Beside the resources donated by local partners, UCBC should wisely and creatively use its available resources as this influences local partners. The chart below indicates the annual income UCBC can get from its available resources:

**Table 5.1: UCB Income generating services**

<b>Current income sources</b>	<b>Annual income</b>	<b>Potential income sources</b>	<b>Estimated annual income</b>
Tuition fees	\$150,000.00	Fitting shop	\$500.00
Venue renting	\$300.00	Cowshed space	\$420.00
Poduim renting	\$300.00	Cafetria	\$360.00
Carpentry	\$180.00	Language institue	\$600.00
Bus	\$360.00		
<b>Total</b>	<b>\$151,140.00</b>	<b>Total</b>	<b>\$1,880.00</b>

#### 4.5. Suggestion for Further Research

As pointed out earlier, this study focused on UCBC resource mobilization at local level – within Beni. Future studies should analyze UCBC resource mobilization



at national and international level. The study should seek the correlation between the strategies UCBC uses to mobilize resources at local, national and international level to clearly understand how these strategies promote UCBC long-term self-sustainability.

## REFERENCES

- Abraham, S. E., Karns, L. A., Shaw, K., Mena, M. A. 2001. "Managerial Competencies and The Managerial Performance Appraisal Process." *Journal of Management Development*, Vol. 20, Iss 10, pp. 842-852
- Advocates for Youth. Unpublished data from the Burkina Project. Washington, DC: 2001.
- Andreoni, J. 1998. "Toward a theory of charitable fund-raising. *Journal of Political Economy*, 106(6). Retrieved from <http://econweb.ucsd.edu/~jandreoni/Publications/JPE98.pdf>
- Burnett, J. 2008. *Core concepts of marketing*. Zurich: Creative Commons.
- Bunduki, K. H. (2016). *A phenomenological reflection on integrated learning at a Christian university for community transformation in the Democratic Republic of the Congo* (Doctoral thesis). University of South Africa, South Africa.
- Cheboi, N. J. 2014. *The effect of donor funding on the organizational performance of government ministries in Kenya*. Retrieved November 21, 2016, from <http://chss.uonbi.ac.ke/sites/default/files/chss/NASMA%20MSC%20PROJECT.pdf>
- Cheetham, N. 2002. "Community participation: What is it?" *Transitions*, 14(3). Retrieved from <http://www.advocatesforyouth.org/publications/683-community>
- Chikati, J. 2009. *Funding churches and church based projects*. Nairobi, Kenya: REPARED Publishing Department.
- Chikati, J. (2011). *How to develop and implement a resource mobilization strategy*. Kenya: REPARED Publishing Department. Retrieved from [www.repared.com](http://www.repared.com)
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd Ed.). California: Sage Publications, Inc.
- Ernest L. Okorley Edmund E. Nkrumah. 2012. "Organizational factors influencing sustainability of local non-governmental organizations". *International Journal of Social Economics*, Vol. 39 Iss 5 pp. 330 - 341
- Harrow, J., Jung, T., & Scott, J. 2011. *Donor cultivation in theory and practice*. Retrieved November 23, 2016, from <http://www.aandbscotland.org.uk/documents/2012-06-12-13-54-21-88-Donor%20cultivation%20in%20theory%20and%20practice%20-%20final%20version.pdf>

- Heyvaert, M., Maes, B., & Onghena, P. 2011. *Mixed methods research synthesis: definition, framework, and potential*. Springer Science+Business Media.
- <http://bethanyerickson.blogspot.co.ke/p/about-ucbc.html>, accessed on 8 August 2015
- [http://www.congoinitiative.org/view.cfm?page\\_id=108](http://www.congoinitiative.org/view.cfm?page_id=108), accessed on 8 August 2015
- International Development Research Center. 2013. *Module 1: Resource Mobilization and Management for Research*. Retrieved November 21, 2016, from <http://www.aau.org/sites/default/files/english/IDRC/TRAINING%20MODULE%20-%20RESOUCE%20MOBILISATION%20AND%20MANAGEMENT.pdf>
- International Labor Office (Sub-Regional Office for Southern Africa). 2010. *Local Resource-Based Approaches for Infrastructure Investment*. International Labor Organization.
- Joseph Rowntree Foundation, “Developing Effective Community Involvement Strategies (summary),” accessed November 22, 2016, <https://www.jrf.org.uk/sites/default/files/jrf/migrated/files/F169.pdf>.
- Kelly, M. 2016. 4 *Major donor cultivation strategies*. Retrieved from <https://articles.salsalabs.com/major-donor-cultivation-strategies/>
- Kiiru, M. 2010. *Mobilizing and managing resources: Foundations, principles and strategies*. Nairobi, Kenya: Evangelical Publishing House.
- Kiiru, M. 2016. *How to develop resources for Christian ministries* (2nd Ed.). Nairobi, Kenya: Publish All.
- Kumar, R. (2011). *Research methodology: A step-by-step guide for beginners* (3rd Ed.). London: Sage Publications Ltd.
- Okorley, E. L., & Nkrumah, E. E. 2012. “Organizational factors influencing sustainability of local non-governmental organizations: Lessons from a Ghanaian context”. *International Journal of Social Economics*, 39(5), 330–341.
- Oladipo, R., Ikamari, L., Kiplang’at, J., & Barasa, L. (2015). *General Research Methods*. Kenya: Oxford University Press East Africa Limited.
- Rehema C. Batti. *Challenges facing local NGOs in resource mobilization*. *Humanities and social sciences*. Vol. 2, No. 3, 2014, pp. 57-64. doi: 10.11648/j.hss.20140203.12
- Schudel R., 2007. *Changed minds changed lives*
- Sekajingo, L. (2010). *Local resource mobilization for NGOs and CBOs*. Retrieved November 22, 2016, from [http://academicarchive.snhu.edu/bitstream/handle/10474/392/sced2007sekajingo\\_apdx.pdf?sequence=2](http://academicarchive.snhu.edu/bitstream/handle/10474/392/sced2007sekajingo_apdx.pdf?sequence=2)

- Seltzer, J. B. 2014. *What is resource mobilization and why is it so important?*  
Retrieved April 19, 2016, from <http://healthcommcapacity.org/resource-mobilization-important/>
- Shazeeda A. Ali, 2012. "Re-defining stewardship?" *Journal of Financial Crime*, Vol. 19 Iss 2 pp. 207 – 212
- Vanessa Warnier Xavier Weppe Xavier Lecocq, 2013. "Extending resource-based theory: Considering strategic, ordinary and junk resources", *Management Decision*, Vol. 51 Iss 7 pp. 1359 - 1379
- Waters, R. D. 2011. *Increasing fundraising efficiency through evaluation: Applying communication theory to the Non-profit organization - Donor relationship*. Sage, 40(458). Retrieved from [https://www.researchgate.net/profile/Richard\\_Waters/publication/249677307\\_Increasing\\_Fundraising\\_Efficiency\\_Through\\_Evaluation\\_Applying\\_Communication\\_Theory\\_to\\_the\\_Nonprofit\\_Organization-Donor\\_Relationship/links/0deec52ded05f2d17c000000.pdf](https://www.researchgate.net/profile/Richard_Waters/publication/249677307_Increasing_Fundraising_Efficiency_Through_Evaluation_Applying_Communication_Theory_to_the_Nonprofit_Organization-Donor_Relationship/links/0deec52ded05f2d17c000000.pdf)
- Yong, A. G., & Pearce, S. 2013. *A beginner's guide to factor analysis: Focusing on exploratory factor analysis*, 9(2), 79–94.

## APPENDIX 1: QUESTIONNAIRE

This is a study conducted to assess the strategies used by UCBC to locally mobilize resources. You are selected because you have been part of UCBC vision and growth. Fill free to whether respond or not to some questions you feel inappropriate for you to respond to. Your responses will be treated with confidentiality it deserves.

Gender

Male       Female

*Please tick (✓) appropriately according to your opinion, knowing that:*

- 1 = Strongly agree
- 2 = Agree
- 3 = Not sure
- 4 = Disagree
- 5 = Strongly disagree

No.	Questions	1	2	3	4	5
<b>External donor funding</b>						
1	UCBC is mainly supported by Congolese local initiatives.					
2	I believe that UCBC has more external partners than local partners					
3	UCBC does not need local support because it has external donor funding					
4	UCBC is not much interested in developing local partnership					
5	UCBC has external donor funding as only option for its sustainability					

<b>Local fundraising</b>					
6	I believe that UCBC local support is far less than external support				
7	UCBC has good strategies to mobilize its resources locally				
8	We don't have the culture of supporting such initiatives like that of UCBC				
9	Local members are not given opportunity to support UCBC's vision				
10	Besides financial resources, UCBC local partners clearly know other local useful resources they can give to UCBC as their contribution to its development				
11	UCBC has a regular local resource mobilization campaign				
12	UCBC has good practices of keeping long-term local partnership				
<b>Community participation</b>					
13	UCBC has locally active partners committee representing all potential local partners: churches, business sector, corporates, students, student parents, alumni, etc.				
14	UCBC has regular-based gathering with its local partners to discuss and share how to grow the institution				
15	Local community members, friends and partners are clearly aware of various ways they can support UCBC.				
16	UCBC has good strategies of sensitizing the local community to contribute to its projects				
<b>Management practice</b>					
17	As good steward, UCBC manages well its available resources				
18	As good steward, UCBC manages well donated resources				
19	UCBC has credible financial management system known by its local partners				
20	UCBC does regularly communicate to its local partners how it uses the resources they give to the institution.				
<b>Report procedures</b>					
21	UCBC has good communication channels to reach out its local partners/supporters				
22	UCBC does regularly send updating reports to its local partners				

23	UCBC has an effective reporting methods					
24	UCBC has available reporting mechanism					
<b>Marketing strategies</b>						
25	I am aware of all services that UCBC offers as one of the ways to mobilize resources					
26	UCBC offered services are affordable (not much expensive)					
27	The quality of UCBC offered services meet the expectations of the customers					
28	UCBC is using its renown to competitively market for its various services					
29	UCBC has an active marketing service					
<b>Resource Mobilization</b>						
30	People are always ready to volunteer to a certain work as their contribution to the development if they are asked to do so					
31	People are always ready to give their time to institutions like UCBC as their contribution if they are requested to do so					
32	People are always ready to give their money to institutions like UCBC as their contribution if they are requested to do so					
33	People are always ready to give in-kind donations to institutions like UCBC as their contribution if they are requested to do so					