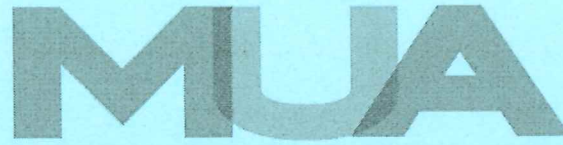


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

CDV 401: COMMUNITY AND ADMINISTRATIVE PRACTICE

DATE: 2ND DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the case study below and answer the question that follows

You have recently been appointed as the Program Manager of Wakilisha Wote, a community-based organization (CBO) that operates in the Maliza slum, a densely populated area with a high level of poverty and limited access to basic services. Wakilisha Wote focuses on providing vital after-school services to underprivileged school-going children aged 5 to 14 years. These services are critical in addressing some of the challenges faced by children in the slum, including hunger, lack of parental supervision, and low literacy levels.

The current programs include porridge feeding program. Many children in Maliza slum attend school on an empty stomach, affecting their concentration and overall academic performance. The porridge feeding program provides children with a nutritious meal after school, ensuring they have enough energy to engage in the learning activities offered by the organization.

Many parents or guardians in the community work long hours or are engaged in casual labour and have no access to affordable childcare. The day-care service provides a safe and supervised environment for young children after school hours. This service not only helps the children but also provides peace of mind to working parents who can now focus on earning a living without worrying about their children's safety.

Wakilisha Wote offers literacy training aimed at improving the reading, writing, and numeracy skills of children who attend overcrowded and under-resourced schools in the slum. The program supports children who are falling behind academically by offering supplementary lessons and tutoring sessions to ensure they can keep up with the school curriculum.

Despite having the above programs, the CBO faces the following challenges. Despite the critical role Wakilisha Wote plays in the community, the organization faces significant challenges. The current programs are severely underfunded, limiting their scope and capacity. The feeding program, for instance, can only offer porridge three days a week due to budget constraints. Literacy training sessions are also limited due to a shortage of materials and staff. The CBO operates in a small rented space, which restricts the number of children that can be accommodated in the

programs. There are times when the facility is overcrowded, leading to safety concerns and diminishing the quality of care provided.

The organization currently relies heavily on volunteers. While they are passionate and dedicated, the high turnover and inconsistent availability of volunteers often disrupt the continuity of services. The growing number of school-going children in Maliza slum means that demand for after-school services is outstripping the organization's capacity. Many children are turned away or put on waiting lists, especially for the day-care services.

Wakilisha Wote recognizes the urgent need to expand its programs to better serve the community. As the new Program Manager, you are tasked with leading the organization's efforts to secure funding and implement a robust expansion plan.

Required:

- a) Define the following terms:
 - i. Proposal writing (1 Mark)
 - ii. Grant (1 Mark)
- b) Describe four steps you would take in the grant proposal writing process. (8 Marks)
- c) Critique three requirements that a potential funder requires a grantee to have met when seeking funding. (6 Marks)
- d) Discuss four funding sources that you think would be most viable for Wakilisha Wote. (4 Marks)
- e) Evaluate the impact of the Porridge Feeding Program on the children's ability to participate in after-school activities (5 Marks)

QUESTION TWO

- a) Compare micro and macro practices in community-based organizations (CBO). (6 Marks)
- b) Describe five key elements of a strategic plan in an organization. (5 Marks)
- c) Elaborate two strategies that are used in developing advocacy policies. (4 Marks)

QUESTION THREE

- a) Define the following concepts:
- i. Vision statement (1 Mark)
 - ii. SWOT (2 Marks)
- b) Discuss two community and administrative theories and its importance. (6 Marks)
- c) Assess three ways that a CBO can implement both the micro and macro levels. (6 Marks)

QUESTION FOUR

- a) Briefly explain five resources your organization is seeking to be funded. (5 Marks)
- b) Budgeting is an important aspect in both for-profit and non-profit organizations. Using examples, demonstrate five reasons on its importance. (5 Marks)
- c) Discuss two supervisory styles and techniques practiced in CBOs. (5 Marks)

QUESTION FIVE

- a) In today's world, the professionals in the community and administrative practice are facing unavoidable change. Evaluate three issues in regards to change management in organizations. (9 Marks)
- b) Sustainability of community-based organizations is a challenge that these organizations face from time to time. Examine three other emerging issues that can be faced. (6 Marks)

QUESTION SIX

- a) Analyze three challenges that you might encounter, when seeking to secure a grant. (9 Marks)
- b) Examine three key indicators that a project officer can track to evaluate the success of a program. (6 Marks)