

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)
DEGREE OF MASTER OF ARTS IN DEVELOPMENT
STUDIES

MDS 501: RESOURCE MOBILIZATION FOR DEVELOPMENT

DATE: 27TH JULY 2026

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 **Four (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **30 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 carefully and answer the questions that follow:

Community Impact Africa (CIA) is a regional non-governmental organization implementing programmes in education, health, youth empowerment, climate resilience, and gender equality across East Africa. For more than ten years, the organization depended heavily on funding from a few international donors to support its operations and development projects.

Recently, several major donors shifted their funding priorities to humanitarian emergencies and climate adaptation initiatives in other regions. As a result, Community Impact Africa lost nearly 50% of its annual funding within two years. Several projects were suspended, staff contracts were not renewed, and community beneficiaries began questioning the sustainability of the organization's interventions.

An internal review revealed that the organization lacked a comprehensive resource mobilization strategy. Most fundraising efforts focused on responding to donor calls rather than developing long-term relationships with resource providers. The organization had limited engagement with private sector partners, local philanthropists, social enterprises, and community fundraising opportunities.

The board also discovered weaknesses in proposal development and donor relationship management. Several project proposals failed because they were not aligned with donor priorities, lacked measurable outcomes, and provided weak monitoring and evaluation frameworks. Some donors complained that financial and narrative reports were submitted late and did not clearly demonstrate project impact.

The organization had developed an ambitious strategic plan, but staff members had limited understanding of how resource mobilization aligned with the institution's vision, mission, objectives, strategies, and action plans (VMOSA). Consequently, fundraising activities were fragmented

and reactive rather than strategic and coordinated. In response, management established a Resource Mobilization Taskforce to diversify funding sources. The organization began exploring digital fundraising campaigns, corporate partnerships, volunteer engagement, social enterprise initiatives, grant writing, and community contribution programmes. Efforts were also made to improve donor analysis and donor risk management processes.

At the same time, development partners emphasized the importance of gender-responsive and rights-based fundraising approaches. They encouraged the organization to integrate human rights, inclusion, accountability, and community ownership principles into all fundraising and resource mobilization initiatives. Despite these efforts, Community Impact Africa continues facing challenges related to donor competition, economic uncertainty, volunteer retention, reputational risks, and increasing demand for accountability and transparency. The board has therefore commissioned a comprehensive review of its resource mobilization systems and long-term sustainability strategies.

As a Resource Mobilization Consultant, you have been invited to evaluate the organization's challenges and recommend practical strategies for strengthening resource mobilization and organizational sustainability.

Required:

- (a)** Using evidence from the case study, analyze five major resource mobilization challenges affecting Community Impact Africa and explain how they influence organizational sustainability. **(10**

Marks)

- (b)** Evaluate the effectiveness of resource mobilization planning, donor diversification, and fundraising strategies that Community Impact Africa can adopt to improve long-term sustainability. **(10 Marks)**

- (c)** Assess the importance of donor relationship management, accountability, and reporting systems in supporting successful resource mobilization initiatives.

(5**Marks)****QUESTION TWO**

- a) A community-based organization intends to expand its development programmes but lacks adequate financial resources. Using practical examples, demonstrate how a comprehensive resource mobilization plan can support organizational growth and sustainability. **(7**

Marks)

- (a) A development organization relies heavily on a single donor for project implementation. Propose any four practical donor diversification strategies that can reduce funding risks and strengthen long-term sustainability.

(8**Marks)****QUESTION THREE**

- (a) A humanitarian organization seeks to increase support from institutional donors, foundations, and development partners. Analyze the factors that motivate resource providers when making funding decisions. **(7**

Marks)

- (b) Using practical examples, evaluate the importance of donor analysis and donor risk management in resource mobilization for development organizations. **(8**

Marks)**QUESTION FOUR**

- (a)** A development agency intends to improve its success rate in securing donor funding through project proposals and concept notes. Analyze the critical elements of effective concept notes, project proposals, and expressions of interest. **(7**

Marks)

- (b)** A fundraising team is developing action-oriented fundraising strategies aligned with organizational priorities. Evaluate how the VMOSA framework (Vision, Mission, Objectives, Strategies, and Action Plans) can strengthen resource mobilization efforts. **(8**

Marks)