

The  
Management  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES**

**CDV 300: RESOURCE MOBILISATION AND GRANT MANAGEMENT**

**DATE: 1<sup>ST</sup> APRIL 2026**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70 Marks**

**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 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:**

### **RESOURCE MOBILIZATION AS A MANAGEMENT PROCESS**

As a management process that involves identifying people who share the same values as your organization, and taking steps to manage that relationship. Resource mobilization is all the means that an organization should acquire to implement its action plan. It goes beyond fund raising. It entails obtaining various resources from a multitude of partners, by different means. Thus, resource mobilization could be seen as a combination between: Resources - elements necessary for the running of an organization. Mechanisms - means which make it possible to obtain resources directly. Partners - persons and/or institutions providing resources. Thus resource mobilization may be defined as: a management process that involves identifying people who share the same values as your organization, and taking steps to manage that relationship. Resource mobilization is actually a process that involves three integrated concepts. The key concepts are: organizational management and development, communicating and prospecting, and relationship building. Each concept is guided by a number of principles.

Organizational management and development- involves establishing and strengthening organizations for the resource mobilization process. It involves identifying the organization's vision, mission, and goals, and putting in place internal systems and processes that enable the resource mobilization efforts, such as: identifying the roles of board and staff; effectively and efficiently managing human, material, and financial resources; creating and implementing a strategic plan that addresses the proper stewardship and use of existing funds on the one hand, and identifies and seeks out diversified sources of future funding on the other.

Communicating and Prospecting- Once an organization has achieved a certain readiness for resource mobilization, it must then take on another challenge: ensuring its long term sustainability by acquiring new donors and maintaining a sizeable constituency base. The art of resource mobilization entails learning how to connect with prospective donors in a manner and language they understand, and finding

common ground through shared values and interests. It also entails discerning the right prospect to approach, and matching the appropriate resource mobilization strategy to the prospect.

Relationship Building-And thus the courtship begins: once you identify your donors, the objective then is to get closer to them, get to know them better, very much the same way as developing a casual acquaintance into a trusted friend and confidante. As the relationship deepens, this increases the chance of donors giving higher levels of support over time, intensifying commitment and enlarging investment. As cultivation techniques become more targeted and personal, a donor may become more involved in the organization. Initiating new relationships, nurturing existing ones, and building an ever-expanding network of committed partners is an ongoing activity, embedded as a core function of the organization. This requires the dedication of board members, staff and volunteers. Resource mobilization goes beyond raising funds. It is a combination between resources mechanism and partners. According to sociologists who study resource mobilization, the types of resources needed by social movements can be grouped into categories

**Required:**

- a) Explain five (5) types of resources in resource mobilization (10 Marks)
- b) In reference to the case above describe any five concept of resource mobilization (10 Marks)
- c) From the case study propose five relevance of Communicating and Prospecting for resource (5 Marks)

**QUESTION TWO**

- a) Resource mobilization could be seen as a combination between resources and elements necessary for the running of an organization. Briefly describe five (5) components of resource planning (10 Marks)
- b) Many NGOs in Kenya are giving Grants for Health and Agriculture sector and not for Education sector. Justify this observation with five points (5 Marks)

### QUESTION THREE

- a) Elaborate five challenges faced by Kenya as a country in sustainable resource mobilization strategies development **(10 Marks)**
- b) Kenya faces significant challenges in mobilizing sustainable resources for economic development. Enumerate five solutions for addressing these challenges **(5 Marks)**

### QUESTION FOUR

- a) Highlight and explain five (5) steps in writing fundable proposal **(10 Marks)**
- b) Explain any five (5) indicators to consider when evaluating the effectiveness of fundraising **(5 Marks)**

### QUESTION FIVE

- a) A resource mobilization strategy provides an essential roadmap and spells out how resources are to be leveraged to meet your organization's resource needs. Assuming you are training a group of fundraisers , Elaborate five reasons why resource mobilization strategy is important to their organization **(10 Marks)**
- b) Government gets funds through taxes, loans and grants to run its affairs. Give clear differences between these three sources of funds **(5 Marks)**

### QUESTION SIX

- a) Analyze six ways to manage reputational risk in managing organization resources **(12 Marks)**
- b) Give your understanding of Grants management , using three key points **(3 Marks)**