

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

**MGT 424: COMMUNITY DEVELOPMENT AND RESOURCE
MOBILIZATION**

DATE: 25TH MARCH 2025

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 carefully and answer the questions that follow:

COMMUNITY DEVELOPMENT PROJECT IN SMITHVILLE

Smithville is a small rural community facing socio-economic challenges such as high unemployment rates, limited access to education and healthcare, and inadequate infrastructure. In response to these issues, a non-profit organization called Community Builders (CB) initiates a community development project to empower residents and improve their quality of life. The objective of the community development project is to create sustainable positive change by addressing the community's needs through collaborative efforts and capacity building.

Community Builders conducts a comprehensive needs assessment in Smithville, engaging with community members, local leaders, and relevant stakeholders. They employ various methods such as surveys, focus group discussions, and interviews to identify the specific challenges and priorities of the community. The needs assessment reveals the key areas requiring attention, including education, healthcare, job creation, and infrastructure development. The formation of partnerships with local government agencies, businesses, educational institutions, healthcare providers, and community-based organizations yielded fruits. They hold regular meetings and workshops to involve stakeholders in the project planning and decision-making process. This collaboration ensures that the project aligns with the community's aspirations and leverages existing resources and expertise.

Recognizing the importance of education in uplifting the community, CB establishes after-school programs and vocational training centers. They provide academic support, life skills training, and mentorship opportunities for children and youth. Additionally, collaboration with local educational institutions to improve access to quality education, enhance curriculum, and provide scholarships for underprivileged students. The organization also partners with healthcare providers to organize health camps, awareness campaigns, and training sessions on preventive healthcare practices. They establish mobile clinics to provide basic healthcare services to remote areas within the community. Furthermore, CB advocates for the establishment of a community health center, working with the local government to secure funding and resources. To address unemployment, CB launches entrepreneurship development

programs and provides micro-loans to aspiring entrepreneurs. They offer business training, mentorship, and access to markets to help individuals start and grow their businesses. CB also collaborates with local industries to identify job opportunities and facilitate skill development programs aligned with the labor market needs.

Recognizing the need for improved infrastructure, CB advocates for the development of roads, sanitation facilities, and community centers. They work closely with the local government to secure funding and resources for infrastructure projects. CB also engages community members in the planning and implementation process, ensuring their voices are heard and their needs are met. Community builder's also establishes a robust monitoring and evaluation system to measure the project's impact and make necessary adjustments. They collect data on various indicators such as increased educational enrollment, reduced unemployment rates, improved healthcare access, and infrastructure development. Regular feedback from community members and stakeholders informs ongoing project implementation and ensures accountability.

Required:

- a) Explain seven key strategies employed by Community Builders to engage and collaborate with local stakeholders, including government agencies, businesses, and other community-based organizations in the context of the above case study. (7 marks)
- b) Discuss how the needs assessments conducted by Community Builders in Smithville inform the specific focus areas of the community development project. (10 marks)
- c) Examine positive results that CB yielded from the implementation of the community development project. (8 marks)

QUESTION TWO

- a) Discuss how factors such as social cohesion, economic stability, access to basic services, environmental sustainability, and cultural identity contribute to the overall health and resilience of a community. (8 Marks)
- b) Discuss the key features of community development initiatives and their significance in promoting sustainable and inclusive growth (7 Marks)

QUESTION THREE

- a) Examine the key factors that influence the success of Community-Based Organizations (CBOs) in achieving their goals and serving their communities effectively. (8 marks)
- b) Enumerate the advantages and disadvantages of Kenya's engagement in bilateral and multilateral routes in pursuing its foreign policy objectives. (7 Marks)

QUESTION FOUR

- a) Examine the contributions of Corporate Social Responsibility (CSR) initiatives on community development (7 Marks)
- b) Discuss how the investment in institutional capacity building within the Kenya National Federation of Cooperatives (KNFC) can contribute to wealth creation and poverty alleviation within the cooperative movement (8 marks)

QUESTION FIVE

- a) Discuss the range of programs and policies implemented by the Kenya government to promote social welfare, economic empowerment, healthcare accessibility, education, and environmental sustainability (8 marks)
- b) Evaluate the obstacles confronting cooperative organizations and analyze their implications for sustainable development and economic empowerment (7marks)

QUESTION SIX

- a) Examine the pivotal role played by donors in advancing cooperative development initiatives in Kenya. (9 marks)
- b) Analyze the functions and responsibilities of Cooperative Insurance Companies in providing insurance products and services to cooperative members and the broader community. (6 Marks)