

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: 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 **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:

THE ROLE OF FAITH-BASED ORGANIZATIONS (FBOS) IN COMMUNITY DEVELOPMENT

Faith-Based Organizations (FBOs) have long played a vital role in community development across Kenya. Rooted in moral and spiritual values, these organizations extend their mission beyond spiritual growth to address pressing social, economic, and environmental challenges within communities. One notable example is The Catholic Diocese of Kisumu Development Office (CADEV-Kisumu), which implements a variety of development programs targeting rural and marginalized populations.

Established in 1985, CADEV-Kisumu operates under the Catholic Archdiocese of Kisumu and serves five counties in western Kenya. The organization's mandate is to promote human dignity, social justice, and sustainable livelihoods through integrated community development programs. Its operations are guided by values of compassion, transparency, and inclusivity, ensuring that all community members—regardless of faith or background—benefit from its interventions. CADEV runs scholarship and school feeding programs for orphaned and vulnerable children. It has supported the construction of classrooms, provision of learning materials, and teacher capacity building in low-income rural schools. In partnership with the Ministry of Health and donor agencies, CADEV manages community health outreach programs focusing on maternal health, HIV/AIDS awareness, and sanitation. Mobile clinics and health education campaigns have improved access to medical services in remote areas.

The organization promotes self-reliance through microfinance schemes and village savings and loan associations (VSLAs). Women and youth are trained in entrepreneurship, agribusiness, and financial literacy to enhance household incomes. CADEV integrates environmental stewardship into its projects. It facilitates community tree-planting

drives, promotes clean energy adoption, and trains farmers on climate-smart agriculture practices to mitigate the effects of climate change.

Recognizing the diversity of the region, CADEV facilitates dialogue and conflict-resolution forums that bring together different faith groups, ethnic communities, and local leaders to promote peaceful coexistence. Through its multi-sectoral approach, CADEV-Kisumu has significantly improved community well-being. School enrollment and retention rates have increased, maternal health outcomes have improved, and households report better food security and income stability. The integration of moral teachings into community programs has fostered accountability, integrity, and social harmony.

Required:

- a) Explain ways FBOs may use to strengthen collaboration with government and private actors to enhance their impact.

(10 Marks)

- b) Suggest innovative ways FBOs can enhance financial sustainability while maintaining their mission-driven focus. **(8**

Marks)

- c) Discuss strategies FBOs can adopt to ensure inclusivity and reduce perceptions of religious bias in their programs. **(7**

marks)

QUESTION TWO

- a) With reference to a community-based project of your choice, explain how your project will ensure sustainability, inclusivity, and community empowerment.

(8

marks)

- b) Discuss suggestions for project enhancements that will better match it with fundamental community development traits.

(7 marks)

QUESTION THREE

- a) Based on Social Network Analysis, explain strategies for improving communication and collaboration between key stakeholders in the community development project.

(10 marks)

- b) Local community development is greatly aided by Community-Based Organizations (CBOs). Give a definition of a Community-Based Organization (CBO) in your own words, and describe the critical success criteria that help CBOs accomplish their development objectives. Talk about how local leadership and community involvement affect CBO success. Give particular instances from any CBO you are familiar with or have studied. **(5 marks)**

QUESTION FOUR

- a) Explain the role of community-based organizations (CBOs) in facilitating access to the Women Development Fund for marginalized women, and how they can serve as intermediaries between the fund and the target beneficiaries.

**(8
marks)**

- b) Elucidate how a company may effectively leverage its resources to tackle major challenges in the rural community, including limited access to education, inadequate healthcare infrastructure, environmental degradation, and high unemployment levels.

(7 marks)

QUESTION FIVE

- a) Evaluate the government's role in promoting inclusivity, equity, and sustainability in social sector programs, with specific reference to

efforts aimed at reducing regional disparities and poverty in underserved areas **(5 marks)**

- b) Explain how a business can retain its growth trajectory while adjusting to changes in the external environment, including as technical breakthroughs, customer behavior changes, and economic downturns.
(10 marks)

QUESTION SIX

- a) Describe how M&E contributes to community development programs' efficacy, efficiency, and accountability.
(7 marks)
- b) Using the Cooperative Insurance Company (CIC) of Kenya as a case example, discuss how the organization contributes to economic development, financial inclusion, and social protection within local communities **(8 marks)**