
An Assessment of Strategies Used on Resources Mobilization: A Case of the Université Chrétienne Bilingue Du Congo (UCBC)

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Abstract

Many people in institutions or organizations have excellent visions and initiatives but most of them don't see their visions come true because of either lack of resources or mismanagement of the mobilized resources. This study focuses on an assessment of strategies used on resources mobilization in the Université Chrétienne Bilingue du Congo (UCBC). In particular, the study sought to find out whether community participation, local fundraising, management practices and marketing strategies affect resource mobilization at UCBC. The study adopted a quantitative approach targeting a population of 509 subjects. Stratified and purposive sampling techniques were used to get a sample size of 95 subjects. Data was collected using structured questionnaire with Likert scale measurement. The collected data was analyzed using confirmatory factor analysis method. The results found out that management practices (p -value 0.0018), marketing strategies (p -value 0.0430), local fundraising (p -value 0.0849) and community participation (p -value 0.0019) were positive and significantly related to resource mobilization. The study recommends that UCBC considers the significant variables as they affect resource mobilization performance.

Keywords: Resource Mobilization, Local Fundraising, Community Participation, Management Practices, Marketing Strategies

Introduction

Background of the Study

Resources mobilization, which refers to all activities involved in securing new and additional resources for an organization; and also involves making better use of, and maximizing, existing resources (Seltzer, 2014) is the focal point of any organization. One of the biggest challenges for the sustainability of an organization however, is lack or less emphasis on local resource mobilization. According to International Labour Organization (2010), local resources include local labour, local materials, local knowledge, skills and culture, local enterprises (usually small- and medium-scale), local institutions (including local government, training institutions, trade unions and employers' organizations, Non-governmental Organizations (NGOs) and Community-Based Organization (CBOs), locally produced tools and equipment and local social capital (traditional structures, solidarity and trust). According to Sekajingo (2010) "local resources" refer to financial and non-financial contributions to

community improvement projects from local sources, including individual citizens, local government, businesses, institutions or other actors. Local resources not only allow for the implementation of successful community projects, but also contribute to the long - term sustainability of initiatives conducted by NGOs and CBOs by building lasting relationships.

Local Resource Mobilization describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people , goods and services) to support an organization and make it self-sustaining. It encompasses a wide range of strategies going from income generation schemes to locally based fundraising or building volunteer constituencies for example. It finds expression in a variety of fresh approaches which integrate cultural, social and economic contexts. In many cases, it seems easier to get these resources from prominent donors outside of their communities, including foreign governments and foundations, representatives of multinational companies, national and international government offices. While it may take more work at the outset, community contributions are a valuable way to strengthen the development of organizations in a way that outside contributions cannot (Sekajingo, 2010). Sekajingo gives three reasons why organizations should not rely only on foreign resources but for the purpose of this paper , the main reason being that foreign resources do not build local support for organizations work, nor does local supporters. As long as an organization is seen as only being supported by foreign funds, local people will not feel the need to support the organization with funds or in kind. They will assume that the NGO receives money from overseas, and that it can buy whatever is needed. Moving people from that perception to one in which they feel that the organization benefits them is very difficult.

Many local NGOs/CBOs have been nurtured from birth by funds from foreign sources, often to the exclusion of funds from any other source. They are very dependent to such sources, and if the funds from such sources dry up, they are left vulnerable to closure. Very few of these organizations if the funds from foreign donors have been in the form of financial investments, build long-term financial strength. They have always been time limited funding for specific projects and the relationship ceases once the project is over. In addition to this, the foreign funds have often been made available with a number of conditions. Some of these conditions have been unhelpful and distracting from the main task of the local NGOs/CBOs.

Economists say that resources are limited, so we need a better use of the available resources. If resources are limited, that means getting needed and appropriate resources requires good strategies. We are living in a fast growing industry where competition is very high. So, for an organization to successfully mobilize required resources it has to develop different ways of getting the resources. The most effective ways of mobilizing resources is involving local community members, as the saying goes “if you do it for me without me, you are doing it against me.” The problem is not that people don’t have but maybe we don’t knock at the right door at the right time for a right purpose; as Jesus said, “knock and the door will be opened to you” (Matthew 7:7, NIV).

The surest indicator that community-based institutions, such as Université Chrétienne Bilingue du Congo (UCBC), are truly meeting local needs is their ability to mobilize people and resources in the community. Every community, even the poorest, has resources (financial resources, in-kind material donations, in-kind intellectual services, space, volunteer, etc.) that can be used to implement projects that respond to local needs, including the change of mentality. The role of such institutions, like UCBC, is to address these needs by building

community awareness and implementing relevant activities while mobilizing local resources to assist in the effort. Simply put, in this work the term “local resources” refers to financial and non-financial contributions from local sources, including individual citizens, local government, businesses, institutions or other actors. Local resources not only allow for the implementation of successful projects, but also contribute to the long-term sustainability building lasting relationships. Such institutions have three main benefits, namely sense of ownership, building social capital, sustainability, independence and flexibility to implement contextual activities.

Short Profile of Christian Bilingual University of Congo (UCBC)

As retrieved from Bunduki’s thesis (2016), UCBC is an interdenominational Christian higher education institution founded in 2007 under the initiative of Prof David M. Kasali. It exists as a way of seeking to respond to the multidimensional crisis that affects the progress and welfare of the Congolese society. It is driven by the desire to promote integrated development characterized by the renewal of the intelligence of Congolese citizens for the change of mentality and the awakening to the maximum potential with the purpose of providing for the Congolese people an excellent education and the best services (CI-UCBC, 2007).

At UCBC there is a constant pursuit of, “academic excellence, specialization within faculty, interdisciplinary competency, bilingual education, character formation, service-learning and community engagement” (UCBC, 2009). UCBC organizes five faculties: Theology, Economic Sciences, Communication Sciences, Applied Sciences and Law School which aims to train lawyers who will have the mission to impact the judiciary system of the country.

The vision of CI-UCBC which is, “to train and develop strong, indigenous Christian leaders to transform their communities and their nation of the Democratic Republic of Congo,” was birthed from the Biblical text of Isaiah 43:18-19. The university thus has a mission, “to model, nurture and shape an authentic, redemptive community of Christ’s followers whose calling is to transform the society in the Democratic Republic of Congo.” To translate this mission into achievable objectives and to make assessment possible, the mission of the university was restated in terms of student outcomes and what graduates should be able to do upon graduation from UCBC.

To foster its vision, the Christian Bilingual University of the Congo (CI-UCBC, 2007) has also defined four values that guide its endeavors: community life which seeks, “to create opportunities for sharing experience and spiritual practices by promoting a learning process based on spiritual principles of mentoring and discipleship through various programs and activities”; service-oriented training “to create an environment and to develop a Christ-like servant character in men and women who will become agents of transformation”; reflection “to allow and promote dialogue and interactive learning in groups, so as to conciliate knowledge and practice and to formulate solutions that are relevant to the context of DRC”; and integration “to develop a holistic ministry associating the mind, emotion and action in theology, politics and business for both individuals and communities”.

UCBC offers a triadic education that combines academics, work and service. The first develops students’ critical thinking and academic inquiry to find solutions to problems. The second not only provides them with the opportunity to develop a work ethic but also to identify with the community with a mainly farming population who lives on agriculture. Two

types of services are offered through this program: (1) on campus service, where students are organized in crews and they serve for two hours each week as a compensation for a percentage of their tuition; (2) in community service, which also involves all staff in a collective work in the community. These community services have had huge impacts on the population and on students from other universities in emulating them towards collective actions for the benefit of the community. 12 The last component is Service-Learning, which takes students from classroom to the field and to the wider community as agents of transformation. The entire process of education and the teaching methodology are learner-centered. Service-Learning projects are blended in the curriculum to allow equal benefits for students and the community they engage with. Through this type of training UCBC seeks to foster character, leadership skills, team work and transformation in its students who are, “being transformed to transform” (UCBC motto).

Statement of the Problem

One of the problems with resource mobilization is known to be ownership of the organization by members of the local community. A community-based development is located in the community and the community is in charge of the program (Schudel, 2007). In other words, the community often owns the organization’s program and contributes to its growth. UCBC having been founded in partnership between the Congolese church and a group of American churches; is largely perceived by members of the local community as a foreign institution funded from outside. This perception has limited the ability of the institution to acquire other forms of funds proving difficult to even mobilize the few available resources. The institution’s effort to mobilize local resources has consequently been challenged. . An observation by Batti (2014) is that the common mistake that local NGOs make is to become over dependent on a single source of funding. When that source reduces or dries up the organization struggles to generate new funding when it is too late, hence programs are compromised or terminated. Therefore, the task facing NGOs and community based organizations currently and in the future is, and will be to explore additional mechanisms to boost financial stability without sacrificing the mission of their organizations which entails resource mobilization. This study was therefore prompted by the fore mentioned need- the need to assess the strategies for mobilization of resources by the Université Chrétienne Bilingue du Congo (UCBC) for sustainability.

Review of Related Literature

Theoretical Review

Theory of Donor Cultivation

One promising approach to develop financial resilience is donor cultivation (Harrow, Jung, & Scott, 2011). Increasingly, fundraising practitioner literature is focusing on the growing importance of relationship cultivation with all donors rather than devoting resources to marketing the organization to donor publics. Rather than simply focusing the cultivation of major gift donors, practitioners have recognized that the same principles can be applied to all donors (Waters, 2011). Donor cultivation is basically building a relationship with a prospect. You don’t simply call someone up and ask for \$10,000 at the end of the conversation. You have to get to know the donor, and the donor has to get to know you and your non-profit (Kelly, 2016). Donor cultivation is the spectrum of relationship-building steps that leads to donorship, with cultivation continuity as part of an ongoing program once a donation has been made (Harrow, Jung, & Scott, 2011).

Whether donor-relationships are built around the needs of recipient groups, or on the educational, engagement and impact requirements of specific donors, the relationship has important implications for the size, longevity and type of funding non-profit organizations can access (Harrow, Jung, & Scott, 2011). Donor cultivation is a process, as suggested by Harrow *at al.* (2011) which has the following steps: identify, qualify, strategy, cultivation, solicitation, recognition and stewardship.

Given the importance of individual donors to the sector, it is vital to understand how these organizations cultivate relationships with donors to survive sector-wide controversies. The extra effort required to cultivate relationships with any public will benefit organizations in the future because this demonstrated concern will reduce the impact of potential crises (Waters, 2011). This theory underpins resource mobilization, community participation and local fundraising variables under study

Theory of Impact Philanthropy

Impact philanthropists are motivated by their desire to personally ‘make a difference.’ While that motive is straightforward, it leads to distinct predictions regarding the interdependence of charitable gifts, the effect government programs have on private giving, the effectiveness of various fundraising strategies, and the relationship between a charitable organization and its donors. An impact philanthropist is someone who values making a difference. Anyone for whom feeding one child is more satisfying than giving each of a thousand children a single grain of rice, or who wants his or her donation spent directly on a charitable cause rather than on overhead, has at least some impact philanthropy in them. In fact, there are many examples of contributors who display the symptoms of impact philanthropy. As mentioned, many donors prefer to sponsor a child rather than support a children’s organization. Others prefer to give money directly to a homeless person rather than to a charity for the homeless. Many donors, and even some foundations, refuse to finance startup, administrative, or indirect costs, wanting their money to go directly to the cause they support (Duncan, 2004).

Communication Theory

Light has documented a decline in the public confidence expressed in charitable organizations. Marketing and public relations scholarship has focused on the importance of relationships between an organization and its stakeholders. Scholars have recognized the parallels between interpersonal relationships and the relationships organizations develop with their stakeholders. Adaptations of interpersonal communication theory have generated a significant understanding of how organizations cultivate and maintain relationships with key stakeholders (Waters, 2011). Organizations should be prepared to dedicate time and resource to developing relationships with donors to ensure their longevity (Rosso, 1991). Drawing from interpersonal communication, Hon and Grunig (1999) proposed that relationships, such as the non-profit organization–donor, can be measured by assessing the levels of trust, commitment, satisfaction, and power in the relationship (Waters, 2011). The results of the study conducted by Waters show that this organization needs to spend more time developing relationships with its donors. The relationship management approach to fundraising can result in significant gifts from donors (Waters, 2011). Engaging donors in more conversations to let them know they are appreciated will help encourage more loyalty in the relationship, but

the non-profit organization must also demonstrate that it is committed to being both socially and financially accountable. This theory underpins reporting procedures variable under study.

Stewardship Theory

According to Larson (July 14, 2013), stewardship theory is a relatively new concept (Karns, 2011) and assumes that the manager is a steward of the business with behaviours and objectives consistent with those of the owners. The theory suggests that the firm's purpose is to contribute to humanity by, "serving customers, employees and the community" (Karns, 2011, p. 337). At the centre of the theory's foundation is the concept that the business is here to serve rather than produce a profit. However, to be able to serve, the firm must be able to sustain itself economically and this theory promotes efficient use of resources through working with stakeholders. It views profits as necessary and an important funding mechanism to the primary objective of meeting the service-oriented mission. The pursuit of wealth building is secondary to service for the common good from sustainable business functions focused on the betterment of people and planet. In stewardship theory, reading Andreoni (1998), the model of man is based on a steward whose behaviour is ordered such that pro-organizational, collectivistic behaviours have higher utility than individualistic, self-serving behaviours. According to steward theory, the behaviour of the steward is collective, because the steward seeks to attain the objectives of the organization. Stewardship theory defines situations in which managers are not motivated by individual goes, but rather are stewards whose motives are aligned with the objectives of their principles. This theory therefore links well with management practices variable in this study in relations to agent and principal concept.

Empirical Review

External Donor Funding

Resource mobilization is the core part of lifetime of an organization. This process highly depends on the strategies set by the organization. These strategies target both local and international partners. It is very imprudent for an organization to completely rely on external donor funding. This is one of the main reasons why most of organizations close in various areas. Kiiru (2016) shows us how this dependency on external donor funding has affected the church after missionaries left Africa. He says that when the missionaries left the mission field, the support they were receiving from their home churches dwindled slowly and finally ended, leaving a church incapable of supporting their local pastors. The first generation of church leaders and the succeeding generations of leaders have had to face serious problems in raising their own support as well as support for their church ministries.

Cheboi, (2014) found out that donor funding was associated with performance contracting score. Such that whenever donor funding increased in a particular financial year, the performance contracting score decreased. The study argued that aid dependence could potentially undermine institutional quality. This would be feasible through a number of ways such as encouraging corruption and rent seeking on one hand and fomenting conflict over control of aid funds on the other hand. These findings prove that the more an organization depends only on external donor funding, the more it loses its value, performance and goals; as a Burkina Faso saying goes, "the hand that gives is over the hand that receives." This is the reason why in Africa, having all kinds of resources we need, we don't progress the way we were supposed to because most of our decisions are made by donors – who have their own

agenda. This does not mean we should drop them out but it means if the organization has its ways of mobilizing local available resources, it will have a say on external support.

Kiiru (2016) quotes Daniel Rickett saying, “taking our cues from the Bible, the kind of dependency expected from and commanded of Christians is characterized by reciprocity and responsibility. Thus, in a healthy relationship both partners recognize their responsibilities and work to fulfil them...unhealthy dependency occurs when reciprocity and responsibility are ignored, overruled, or undervalued. If the accent is on the exchange of money or personnel and not on the complementary contributions each partner makes, the importance of reciprocity is easily overlooked (Kiiru, 2016). At a certain level, this unhealthy dependency is not only the matter of lacking resources but mostly the matter of attitude. We do think that we do not have anything apart from outside support. I agree with Kiiru’s conclusion saying that there are creative strategies that need to be put in place in order to assist in the process toward self-reliance, through mobilizing and development of locally available resources. It is important to note that man can never be self-sufficient and therefore not needing the assistance of others.

Local Fundraising

Local approach to fundraising involves building relationship between the organization and the people who give money and support the organization’s aims and activities. Andreoni, (1998) distinguishes between two different types of fund drives each with different incentives, constraints, and strategies. The first type is capital campaigns: they characterize new charities or major new initiatives of existing charities and involve projects with large fixed costs of capitalization. Examples include buying expensive equipment or constructing new buildings. The second type is continuing campaigns: they raise the operating funds for items such as salaries, supplies, and maintenance for charities that are already capitalized.

The study done by Okorley and Nkrumah (2012) proves that local NGOs can improve their funding situation by spreading their network to include domestic (local) sources. Local resource mobilization describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people, goods and services) to support an organization and make it self-sustaining. Africans are traditionally generous. Even without resources, an African will go to great lengths to show hospitality, even when it means going to borrow what is needed from the neighborhood. They express their generosity with no regard to the condition in which they may find themselves (Kiiru, 2016).

Jesus assessed the need (people were hungry), he mobilized available local resources by asking the disciples (local community) to provide for food. The answer of the disciples proves they believed that they have nothing to offer to the five thousand. They believed that the solution to the problem should come from outside – mentality of dependency. Jesus, as an excellent resource mobilizer, asks them first to consider what they have and give it. Most of cases, local resource mobilization failure is related to the community’s mentality and resource mobilizer’s strategies. Jesus’ illustration demonstrates that the “how” matters more than the “what” in resources mobilization process. I strongly agree with Kiiru (2010) saying, “no donor is willing to give funds to a project to which the owners have not committed their own resources.” Local support is key to the success of organization’s resources mobilization process.

Community Participation Strategies

Cheetham (2002) defines community participation as the involvement of people in a community in projects to solve their own problems. She says that people cannot be forced to 'participate' in projects which affect their lives but should be given the opportunity where possible. Community participation occurs when a community organizes itself and takes responsibility for managing its problems. Taking responsibility includes identifying the problems, developing actions, putting them into place, and following through (Advocates for Youth, 2001). A community's members are a rich source of knowledge about their community and of energy and commitment to that community.

In order to have successful community participation, as emphasized by Cheethan, those promoting community participation need to be able to facilitate a process, rather than to direct it. Facilitators need to have genuine confidence in a community's members and in their knowledge and resources. A facilitator should be willing to seek out local expertise and build on it while bolstering knowledge and skills as needed. Community participation opens the way for community members—including youth—to act responsibly. Whether a participatory approach is the primary strategy or a complementary one, it will greatly enrich and strengthen programs and help achieve more sustainable, appropriate, and effective programs in the field (Cheetham, 2002).

Management Practices

The study conducted by Okorley and Nkrumah (2012) concludes that the survival of local NGOs can be improved if they are able to develop and implement need-based and demand-driven programs, supported by good leadership, transparency, accountability, and commitment to meet felt and expressed needs of beneficiaries. In line with these findings, Kiiru (2010) says that it is important to ensure that these funds (or resources) are utilized for the purpose for which they were collected. This may mean having better mechanisms of control, as well as having accountable leaders taking responsibility over these funds on behalf of the community. Kiiru's suggestion is that some of the control mechanism that could be put in place to curb mismanagement of resources include use of management committees, comprising of community representatives who have demonstrated integrity and good stewardship of community resources in the past. Second, he continues that it is advisable to hold regular open forums with both the community and the leadership, in order to share progress on funds raised and the way in which such funds have been utilized to accomplish their original purpose.

All those who give their resources have expectations from their beneficiaries. They expect the organization or the individual receiving the money or gift to use it efficiently and for the purpose for which it was given. Finally, any donor expects, at the very least, gratitude for what has been given (Kiiru, 2010). Management is crucial to successfully mobilizing available resources in a community. For external donor funding, it is a bit difficult to make sure that the mobilized resources are properly used; but for local community members it is easier to discover the truth as they see what is happening and hear what is said about the resources they gave to the organization or institution. Gratitude is not limited to saying "thank you" to the donor; but it makes more sense when they see the impact or results of their donation, contribution or support.

In addition to the recruitment of new donors, financial reporting and accountability is a key to retain donors already recruited and get them to increase the frequency or the amount of their donations (International Development Research Center, 2013, June). Fundraisers have an obligation to make sure that funds donated to specific causes or programs are only used for those programs. Betraying that trust is a costly mistake that fundraisers cannot allow because it is much simpler to have a donor renew their gifts to an organization than for the same fundraiser to go out into the community and find new donors (Waters, 2011).

For an effective and sustainable local resource mobilization, the organization should play well its role as a steward. Shazeeda (2012) puts it clearly by saying a steward is like a caretaker, he has a responsibility to take care of property owned by another. He has no legal claim to the property but works on behalf of the property owner. A good steward is someone who cares for the property as if it were his own. When partners realize that their resources are managed well they will keep their commitment to the organization. Shazeed (2012) says that Overall, stewardship is an ethic that embodies the careful and responsible management of the property entrusted to one's care. Stewardship is characterized by trust, confidence and goodwill. It involves diligence, purpose of duty and a commitment to uphold the law. It suggests that one is: DEAR: Diligent, dutiful; Ethical, efficient; Accountable; and Respectful, responsible (Shazeed, 2012).

Reporting Procedures

Accountability is not limited to good use of resources but also reporting to supporters how the resources they gave were used. Reporting is crucial for resources mobilization. No one wants to waste their efforts and resources. In Luke 17:12-19 we read the account of Jesus healing ten lepers. After being cleansed from their leprosy, one of them came to report back to Jesus the achievement, which is the cleansing from leprosy for which they asked help. Jesus was astonished to see only one out of the ten came back to report – to thank him. It does not mean that the other nine were not healed but the problem was after they were cleansed of their leprosy they did not report back. The same principle is required of organizations or institutions in order to keep long-term relationships with and contributions from their partners.

Organizations need to keep its publics informed about developments on issues for which support was sought. For example, a non-profit organization that solicited for donations to improve community parks has an obligation to let donors who supported that program know how the park was improved. Organizations can demonstrate their accountability by providing open, accurate information to their publics (Waters, 2011). Reporting to people who have supported the organization's aims or activities is a way of appreciating their contribution. Chikati (2009) emphasizes saying "never, ever show a lack of gratitude for a gift, whatever its size...Let the donor know how important the gift is." Most of organizations are tempted to report to external donors only and tend to minimize doing so to the community members who have supported their work.

Marketing Strategies

According to the American Marketing Association (AMA) Board of Directors, marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Chikati (2011) says that your public image is your key tool for marketing or promoting the organization, whether it is to large or small donors, clients, members or potential members or private individuals looking for somewhere they can do some good. Organizational research has indicated that an organization's behavior, whether intentional or accidental, can damage the relationship with stakeholders (Hung, 2002). Therefore, non-profit organizations cannot simply maintain relationships with their donors, but they should also work to restore relationships that may have been damaged based on past organizational behavior (Waters, 2011). Kiiru (2010) comes up with values that a Christian marketing must yield, namely integrity and accountability, discipline and commitment, faith and creativity, quality and excellence, love for the neighbor and the fruit of the Spirit presented in Gal 5:22 ought to be the real outcome in Christian business. He gives us elements the following critical elements to the success of marketing: customer orientation (the needs and aspirations of the customer guide in the design and production of appropriate products and services), aiming for quality products, a price that people can afford accessibility of the product, making the product known, and assessing progress and results. Burnett (2008) says that the specific role of marketing is to provide assistance in identifying, satisfying, and retaining customers. The purpose of marketing is to help find and keep customers by creating a competitive advantage. Burnett continues arguing that what makes the existence of any organization possible is that there are a significant number of people who need the product or service offered by that organization. As soon as that group becomes too small, or the need no longer exists, or some other organization can satisfy that need better, the organization will be eliminated.

Methodology

In conducting this study, descriptive survey design was used which involved philosophical assumptions and the use of, qualitative and quantitative approaches (Creswell, 2009) in its nature and data collection respectively. The target population comprised 509 consisting of churches pastors, business men and women, managers in public services, chief executive officers or managers in companies, UCBC teaching and administrative staff, UCBC 4th year students, and UCBC Alumni. Stratified random sampling of fifteen percent of the population was used to obtain the sample size for each category of homogeneous characteristic (Kumar, 2011) while purposive sampling for seventy percent of the population was done by involving only those people likely to have the required information and willing to share. One main criterion was set in order to select a respondent: to be one of local partners or contributor of UCBC, The sample size is shown in Table 1.

Table 1: Sampling Frame

Target Population	Number	%	Sample
Churches Pastors	70	13.752456	10
Businessmen/Women	100	19.646365	15
Managers in Public Services	15	2.9469548	10
Chief Executive Officers or managers in companies	20	3.9292731	14
UCBC teaching and administrative staff	68	13.359528	10
UCBC 4 th Years students	86	16.895874	13
UCBC Alumni who are currently in Beni	150	29.469548	23
Total	509	100	95

The data was collected using self-administered questionnaire predominantly structured with closed-ended questions and matrix questions (with Likert scale of 5). Data analysis was then done both descriptively and by inferential statistics using the regression analysis. Findings were presented in tables.

Results and Discussion

Descriptive Statistics

In this study the respondents sampled comprised both male and female and indicating their gender, the findings presented in Table 2 were obtained.

Table 2: Gender of the Respondents

Gender	Frequency	Percentage
Male	68	79
Female	18	21
Total	86	100

The finding in Table 2 shows that a majority of the respondents (79%) were male while 21% were female. The results of reliability analysis are shown in Table 3.

Table 3: Reliability Statistics

Alpha	No. of Items
.914	33

Output of reliability test of Cronbach's Alpha 0.914 obtained can be concluded that the research instrument is reliable and valid at 91.4%. That means the study variables failed to capture only 8.6%. According to Santos and Reynolds (1999), who established the alpha value threshold at 0.7, this is acceptable.

Analysis of Variance (ANOVA)

Table 4: ANOVA Results

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	15.419	4	3.855	3.611	.009
Within Groups	84.331	79	1.067		
Total	99.750	83			

The P Value of 0.009 in Table 4 is the significance level of 0.05. This means there is correlation between independent variables (external donor funding, local fundraising, community participation, management practices, report procedures and marketing strategies) and dependent variable (resource mobilization).

Multiple Linear Regression Analysis

Table 5: Linear Multiple Regression Analysis

Variable	Coefficient	Std. Error	t-Statistic	Prob.
X ₆ Marketing Strategies (MS)	0.176017	0.085581	2.056723	0.0430
X ₅ Report Procedures (RP)	0.196912	0.138880	1.417856	0.1602
X ₄ Management Practices (MP)	0.343077	0.106171	3.231370	0.0018
X ₃ Community Participation (CP)	0.342859	0.106873	3.208095	0.0019
X ₂ Local Fundraising (LF)	0.113312	0.064935	1.745017	0.0849
X ₁ External Donor Funding (ED)	-0.150846	0.095603	-1.577834	0.1186
Constant	5.295094	2.064156	2.565259	0.0122

Dependent Variable: Resource Mobilization

Based on the regression model results in Table 5, the following model was developed:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon \dots \dots$$

Where RM is the dependent variable (resource mobilization) while X1 (ED) is external donor funding, X2 (LF) is Local Fundraising, X3 (CP) is Community Participation, X4 (MP) is Management Practices, X5 (RP) is Report Procedures, and X6 (MS) is Marketing Strategies.

$$RM = 5.295 - 0.150 ED + 0.113 LF + 0.342 CP + 0.343 MP + 0.196 RP + 0.176 MS.$$

According to regression model, constant was significant (p-value 0.0122) this shows that all variables (external donor finding, local fundraising, community participation, management practices, report procedures and marketing strategies) under study were relevant and related to each other. Further, the findings show external donor funding was negative and insignificantly (p-value 0.1186) related to resource mobilization. In addition, local fundraising was positive and significantly (p-value 0.0849) related to resource mobilization. Community participation was positive and significantly (p-value 0.0019) related to resource mobilization. Further, management practices were positive and significantly (p-value 0.0018) related to resource mobilization. The results show that report procedure was positive and insignificantly (p-value 0.1602) to resource mobilization. Finally, the results indicate that marketing strategies were positive and significantly positive (p-value 0.0430) related to resource mobilization.

Discussion

The study established that external donor funding insignificantly influences resource mobilization at UCBC. A high rate of respondents believed that UCBC has more external partners than local partners, but that does not influence local resource mobilization. Local fundraising therefore highly influences resource mobilization at UCBC. The respondents agreed that UCBC local support is far less than external support. This result is supported by Kiiru (2016) who say that there are creative strategies that need to be put in place in order to assist in the process toward self-reliance, through mobilizing and development of locally available resources.

The study established that community participation highly influences resource mobilization at UCBC but a good number of local partners were not clearly aware of various ways to support UCBC. Joseph Rowntree Foundation's research which demonstrates that for an organization to involve communities in partnerships it has to create partnership structures that work for local communities. Another study conducted by Warnier, Weppe, & Xavier Lecock, (2013) supports this result where the authors propose shifting the focus of resource-based theory from the study of strategic resources alone in order to consider other types as well: ordinary and junk resources. Such an approach involves significant implications for strategic management theory and management practices.

Management practices were considered of great influence to resource mobilization at UCBC. It was clear however that local partners did not know whether UCBC has credible financial management system and were not sure if UCBC does regularly communicate to its local partners how it uses the resources they donate. This is in agreement with the research conducted by Okorley and Nkrumah (2012) who pointed out that supported by good leadership, transparency, accountability, and commitment to meet felt and expressed needs of beneficiaries of an organization was paramount. Kiiru (2010) as also emphasizes on the aspect of having, accountable leaders to take responsibility over funds on behalf of the community.

Report procedures were found to influence resource mobilization at UCBC to a smaller extent. In other words, whether or not UCBC sends regularly updating reports to its local partners, this does not affect resource mobilization. On the other hand, marketing strategies was found to highly influence resource mobilization at UCBC. Majority of local community members are not clearly aware of all the services that UCBC offers, as a way of its local fundraising process. Kiiru (2010) says that the success of marketing is based on customer orientation (the needs and aspirations of the customer guide in the design and production of appropriate products and services), aiming for quality products, a price that people can afford, accessibility of the product, making the product known, and assessing progress and results. Burnett (2008) says the specific role of marketing is to provide assistance in identifying, satisfying, and retaining customers.

Conclusion

The study concludes that local resource mobilization at UCBC is highly influenced by local fundraising, community participation, management practices and marketing strategies; while report procedures have a certain level of influence on local resource mobilization at UCBC. Finally External donor funding does not have any influence on local resource mobilization at UCBC.

Recommendations

Local partners should not feel left out and contacted just when UCBC needs their support but should be continually engaged to ensure long term relationships. One of the ways to develop this long-term relationship can be having meetings on regular basis to exchange and hearing their opinions and ideas about how they can contribute to the growth of UCBC. This relationship builds trust and ownership.

In addition, in order to develop that long-term local partnership, UCBC should have an annual budget for local partnership development. UCBC should not improvise unbudgeted events for local partnership or local resource mobilization events.

This study suggests that UCBC should work hand in hand with the committee which represents all potential local partners and community and not consider partnering only with the different leaders. For instance, after contacting church leaders, UCBC should talk to church members to help them get involved in the growth of their university. Involving Beni community members at large increases the possibility of grassroots population ownership, commitment and involvement for UCBC growth.

The management committee of UCBC should consider dissociating public relation officer's responsibilities from marketing officer. In other words, UCBC should have a marketing officer. This will help UCBC to develop well its local partnership and local resource mobilization. Have these roles separately will increase the income level of the various services that UCBC offers to the community as ways of local fundraising.

UCBC management committee should consider promoting accountability to the local partners through regularly communicating to them how it uses the resources they donate to the university. In addition, the donated resources should be utilized for the purpose of which they were donated. Beside the resources donated by local partners, UCBC should wisely and creatively use its available resources as this influences local partners.

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